

# FINANCIAL TIMES

Tokyo crisis  
The collapse of  
the jansen

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Dummy run  
Computers in  
crash testing

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Music piracy  
Italy as  
the villain

Page 6

Hong Kong  
The battle for  
business as usual

Survey, Separate Section

World Business Newspaper

## MCI price move intensifies war to control Internet

Moves by the world's leading telecommunications operators to take control of access to the Internet, the global network of computer networks, are accelerating. MCI, the second largest US long-distance operator announced improvements to its Internet network, the world's most extensive, and prices to challenge those revealed last month by AT&T, the largest US operator. The group plans to triple the capacity of its network and provide its customers with more value-added Internet services. Page 17

### Strong D-Mark blamed for 13% profit fall at Schering

Schering, the German pharmaceuticals group, announced a 13 per cent fall in profits for 1995, caused largely by the strong D-Mark and growing competition, particularly from Japan. Net profits fell DM37m from DM285m in 1994 to DM248m (\$167.5m) last year, while sales declined 1 per cent from DM4.65bn to DM4.64bn over the same period. Page 17; Lex, Page 16

Singapore and US 'most competitive': Business leaders rate the US and Singapore as the world's most competitive nations, followed by Japan, Germany, South Korea and Switzerland, according to a survey by the International Institute for Management Development. Page 7

GEC confirms Simpson as MD: George Simpson, the chief executive of Lucas Industries, was yesterday confirmed as the new managing director of the General Electric Company. Page 17

UN, Iraq nearer oil deal: United Nations and Iraqi negotiators neared an end to their second round of talks on a limited resumption of Baghdad's oil exports, to pay for food and medicines for civilians suffering under the impact of sanctions. Page 7

UK plan may increase deportations: The UK government is considering plans to increase the number of people deported from Britain by the Immigration and Nationality Department by making an executive agency and setting tough new targets. Page 11

EU reaffirms ban on meat hormones: European Union agricultural ministers agreed to introduce tighter controls and tougher sanctions to improve the Union's controversial ban on the use of growth-promoters in meat production. Page 8

Nine BP executives to share £10m: Nine present and former directors of British Petroleum are to share in an award of £10.5m (£16m) of shares under the company's long-term performance plan. Page 22

Unitech shares rose 17p to 688p on expectations that Siebe, the industrial controls manufacturer, will have to increase its friendly 2450m (£362m) takeover offer to secure control of the electronic controls group. Page 23

Banks target former Yugoslavia: German and Austrian banks are showing growing interest in the former Yugoslavia. Page 19

Brussels bourse inquiry: The Brussels bourse launched an inquiry into possible price manipulation by index-linked funds, whose recent forays into the market have been credited with giving a boost to the bourse's Bel-20 share index. Page 2

Gdansk shipyard faced with closures: Poland's historic Gdansk shipyard, where Solidarity was born and where the country's former president, Lech Walesa, turned a strike over wages into a crusade which brought down communism, is faced with closure. Page 3

Romania bans five banks from forex: Romania's central bank banned five banks, including ING, the Dutch financial services group, from dealing on their own account in the country's fledgling foreign exchange market. Page 18

Serial killer West seeks appeal: Lawyers seeking an appeal for British serial killer Rosemary West said lurid media coverage had prevented a fair trial. The 41-year-old mother was sentenced to life imprisonment last November for the murder of 10 young women including her own daughter. Page 10

President Mandela faces divorce hearing: South African President Nelson Mandela told a divorce hearing his estranged wife, Winnie, had publicly shamed him by a brazen conduct and infidelity.

Car bomb kills five in Algeria: A car bomb killed five people and wounded 10 in the north-eastern Algerian town of Tizi-Ouzou. An estimated 50,000 people have been killed in Algeria's violence-pitting government forces against Moslem guerrillas since 1992.

STOCK MARKET INDICES

New York: Industrial 5304.47 (+49.5)

NASDAQ Composite 1110.75 (+11.2)

Europe and Far East 1855.02 (+14.0)

DAX 2483.16 (+4.05)

FTSE 100 3085.16 (+24.05)

Nikkei 20285.13 (+24.28)

US LUNCHTIME RATES

Federal Funds 5.1%

3-month Treasury Bills: Yld 5.16%

Long Bond 6.0%

Yield 6.77%

OTHER RATES

UK: 3-mo Interbank 6.3%

UK: 10 yr Gilt 6.55%

France: 10 yr OAT 103.92

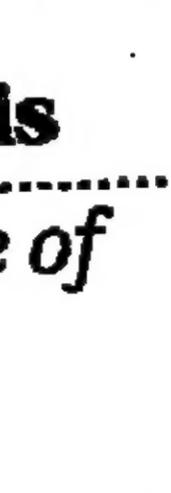
Germany: 10 yr Bund 96.16

Japan: 10 yr JGB 98.016

North Sea Oil (Argus)

Brut 15-day (May) \$16.79 (8.01)

Tony closer Y105.0



Dummy run  
Computers in  
crash testing

Page 12



Music piracy  
Italy as  
the villain

Page 6

TUESDAY MARCH 19 1996

Beijing war games aim to intimidate voters in Taiwan's presidential poll

## China evacuates test site islands

By Tony Walker in Beijing,  
Laura Tyson in Taipei and  
John Riddell in Hong Kong

China ordered the evacuation yesterday of dozens of its islands in the Taiwan Strait to clear the way for live-fire exercises by its forces.

Meanwhile, residents of several Taiwanese-controlled islets near the mainland have fled their homes.

The exercises at the narrow northern end of the strait, which appeared not to have begun as scheduled yesterday because of poor weather, are aimed at intimidating voters on the eve of Taiwan's presidential elections on Saturday.

They conclude two days after the poll, and dovetail with similar war games being held until tomorrow at the southern end of the strait. The manoeuvres were preceded by a round of missile tests near Taiwan's two biggest commercial ports.

An indication of the seriousness with which Beijing officials can regard their country's perceived rights over Taiwan came when Mr Winston Lord, the US assistant secretary of state for East Asia and the Pacific, said Washington had even been warned that the US could face the threat of nuclear attack if it interfered militarily to defend Taiwan.

"Some Chinese lower-level officials told some visiting American officials that we wouldn't dare defend Taiwan because they'd rain nuclear bombs on Los Angeles," AFP news agency quoted Mr Lord as telling C-Span television on Sunday.

He dismissed the remarks as "a little disinformation and some psychological warfare", saying a high-level Chinese official, during



Taiwanese soldiers line up before taking part in an exercise as the defence ministry put on a show of its own military strength

Financial Times now printing at Hong Kong site

With this issue, the Financial Times starts printing in Hong Kong on the presses of Kin Ming at Choi Wan. From Hong Kong, copies will be sent to most of the Asia-Pacific region, arriving on the day of publication. In Hong Kong itself, copies will be available by 8am local time.

The FT is now printed daily at 10 sites worldwide, two in Britain and eight overseas. International printing of the FT started in Frankfurt in 1979. Over 10 years print centres were added in France, New Jersey and Tokyo. A second phase of international expansion began in 1995 with the addition of Sweden, Madrid, Los Angeles and now Hong Kong.

Mr David Bell, chairman of the Financial Times, said in Hong Kong yesterday: "Printing in Hong Kong marks an important step in our international expansion, and underlines the FT's commitment to its international readership in general and the Asia-Pacific region in particular."

The launch of the new print centre will be marked by a ceremony in Hong Kong. Mr Bell said: "We are grateful to Kin Ming for their help in setting up this printing arrangement so efficiently. They are the latest edition addition to the network of partners around the world whose help is essential to the smooth operation of our world business newspaper."

The international edition is edited to be relevant to readers outside the UK. British news is condensed and more space is devoted to international topics. However, some 80 per cent of the paper is common to both UK and international editions. In both the paper retains its emphasis on news, analyses and comment on issues of relevance to business.

At the end of 1995, the international edition accounted for about 135,000 of the FT's daily sales of 310,000 copies. Sales in the Asia-Pacific region, currently 8,000 a day, are expected to rise rapidly now the paper is available to readers earlier.

Peter Martin  
International  
Edition Editor

Continued on Page 16

EU outlines \$4.5bn aid package for Bosnia

Brussels plans donors' conference as Christopher meets Balkan leaders to shore up peace process

By Laura Slifer in Geneva

The European Union yesterday laid out plans to raise up to \$4.5bn in Bosnian reconstruction aid, as Mr Warren Christopher, the US secretary of state, conferred in Geneva with three Balkan leaders in the peace process.

EU officials said an international donors' conference scheduled for April 12, would aim to raise \$1.2bn this year and a further \$3.3bn over the next three or four years to rebuild Bosnia's shattered economy.

European officials have, so far, been disappointed by donations from Asian and Middle East countries. The US Senate last week approved \$200m in aid subject to the departure from Bosnia of Iranian military advisers.

Mr Christopher's decision to hold an urgent review of the reconciliation effort with the leaders of Serbia, Croatia and Bosnia came as a sharp reminder that long-term peace is far from guaranteed.

Yesterday's meeting highlighted fresh divisions among the contact group, which sponsored the Bosnian peace effort. Russia sent an observer to the morning session, showing its irritation with Mr Christopher for appearing to upset a meeting in Moscow this Saturday.

The Geneva talks focused on ways of bolstering the Croat-Moslem federation within Bosnia, which had looked shaky in recent days.

As the talks began, there was chaos in Grbavica, the last of five Serb-held districts of Sarajevo to be handed over to Moslem-Croat control. Serb gangs yesterday rampaged through the district, setting fire to buildings

This announcement appears as a matter of record only

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## NEWS: EUROPE

Centre-left alliance balks at recruitment of Forza Italia rebel

## Dotti debacle deals blow to Dini

By Robert Graham in Rome

The political judgment of Mr Lamberto Dini, Italy's caretaker prime minister, was called into question yesterday after a last-minute recruit to his nascent Italian Renewal party was obliged to withdraw.

The recruit was Mr Vittorio Dotti, who over the weekend was ousted from Forza Italia, the political movement created by Mr Silvio Berlusconi, the media magnate and politician.

Mr Dotti, leader of the Forza Italia group in the Chamber of Deputies, was immediately snapped up by Mr Dini. But this provoked a chorus of protest from within the centre-left

alliance on which Mr Dini is relying for electoral support. Within 24 hours of joining forces with Mr Dini's small centrist party, Mr Dotti said he was stepping down.

The incident occurred just before last night's deadline for the parties to submit their lists of candidates for the general elections on April 21.

Senior figures in the centre-left's Olive Tree alliance are understood to have warned Mr Dini against taking on Mr Dotti when they heard he was considering his recruiting him. In particular, Mr Romano Prodi, leader of the Olive Tree alliance, believed Mr Dotti's presence would confuse voters

and provide ammunition for Mr Berlusconi's rightwing alliance.

Mr Dotti is in the midst of a serious controversy regarding his companion of eight years who has been giving evidence to anti-corruption magistrates in Milan. This led last week to the arrest of a prominent Rome judge and the investigation of Mr Cesare Previti, former defence minister in the Berlusconi government and also a key lawyer with Fininvest, Mr Berlusconi's business empire.

Mr Dini, however, appears to have felt he needed to be more independent of the alliance and appeal to the moderate elements in the electorate - Mr Dotti having a good public image as such a moderate within Forza Italia.

In order to make room for Mr Dotti, Mr Dini even had to persuade a candidate to relinquish a previously promised constituency.

The sudden withdrawal of Mr Dotti underlined the extent of Mr Dini's miscalculation and the degree to which he is obliged to respect the wishes of the Party of the Democratic Left which dominates the Olive Tree alliance.

Under the voting system, the alliance supports agreed candidates for the 75 per cent of the seats covered by first-past-the-post rules. The parties present

their own lists for the remaining 25 per cent covered by proportional representation.

The Dotti incident has also highlighted how the lists of candidates have been kept open right until the last minute. The selection continues to have little to do with genuine local representation and much more with central choice by the parties in Rome.

The principal absentee is Mr Mario Segni, the former Christian Democrat and leader of the referendum movement, who has decided not to stand despite having been an important influence behind Mr Dini's decision to enter the political arena.

## Brussels bourse in fund price inquiry

By Michael Morgan

The Brussels bourse yesterday launched an inquiry into possible price manipulation by index-linked funds, whose recent forays in the market have been credited with giving a boost to the bourse's Bel-20 share index.

At the meeting in Madrid, Mr Aznar is reported to have put forward an outline of possible agreement with Mr Pujol's Convergence and Union party, whose support he is seeking to become prime minister in a vote of confidence next month. These areas included European monetary union, budget cuts, Basque separatist violence and regional policy.

It was the first meeting between the two leaders following the PP's narrow general election victory two weeks ago. An agreement with Mr Pujol would be expected to ease the way for other regional parties to make deals with the PP. Meanwhile, Mr Felipe Gonzalez, the outgoing Socialist prime minister, told supporters in Andalucia that the Socialists could come back with a clear parliamentary majority after "two or three years".

David White, Madrid

## Hungarian loan boosts shares

The Budapest stock exchange hit a new high yesterday and Hungarian shares closed mostly higher on news that the International Monetary Fund (IMF) had approved a \$357m standby loan to Hungary.

This arrangement signals Hungary's return to favour after three years. Shortly after a similar agreement with the IMF in 1993, Budapest reneged on some of the conditions, and the loan was withdrawn.

The economy went into a tailspin as the country's twin current account and budget deficits ballooned.

In March 1995 the government, a coalition of reformed Communists and former dissidents, appointed a prominent banker, Mr Lajos Bolcs, as finance minister.

He implemented a harsh austerity programme to boost exports and cut public spending.

However, news of the investigation came after the bourse fell by 3 per cent in the last minutes of trading on Friday. "The reference price for another new fund was being set by the closing prices on Wednesday, Thursday and Friday, but then somebody else seemed to move in to spoil the fun," said one analyst. "Most people had already packed up and gone home for the weekend, so there was nobody left to counter the downward pressure. This sort of volatility makes everybody nervous."

Only one person has been tried for insider trading in the Netherlands under 1989 legislation. Mr Joep van den Nieuwenhuizen, a former chairman of Begemann, the engineering company, was acquitted last week after a court ruled the prosecution had failed to establish that his sale of shares in HCS, a now-defunct computer company, was for personal gain.

Ronald van de Krol, Amsterdam

## Dutch moves on insider trading

The Dutch Finance Ministry is expected later this week to present plans to the cabinet on tightening legislation on insider trading.

The revised law would ease the burden of proof for prosecutors, who would no longer have to prove insider trading was designed to produce profits for defendants. Under the proposals, any insider trading using confidential information would be a punishable offence, regardless of whether it resulted in personal gain.

Mr Quentin Quartier, Belgian specialist at Kleinwort Benson in London, pointed out that the Brussels market had anyway become more volatile as it faced up to the new challenges of lower earnings growth and slightly higher bond yields.

He noted that profits growth had fallen from 39 per cent to 1994 to about 23 per cent in 1995. Forecasts for this year, were for growth of just 7 per cent as profits for some cyclical businesses were downgraded.

Tim Smart, Budapest

## Grenoble wins after bribes case

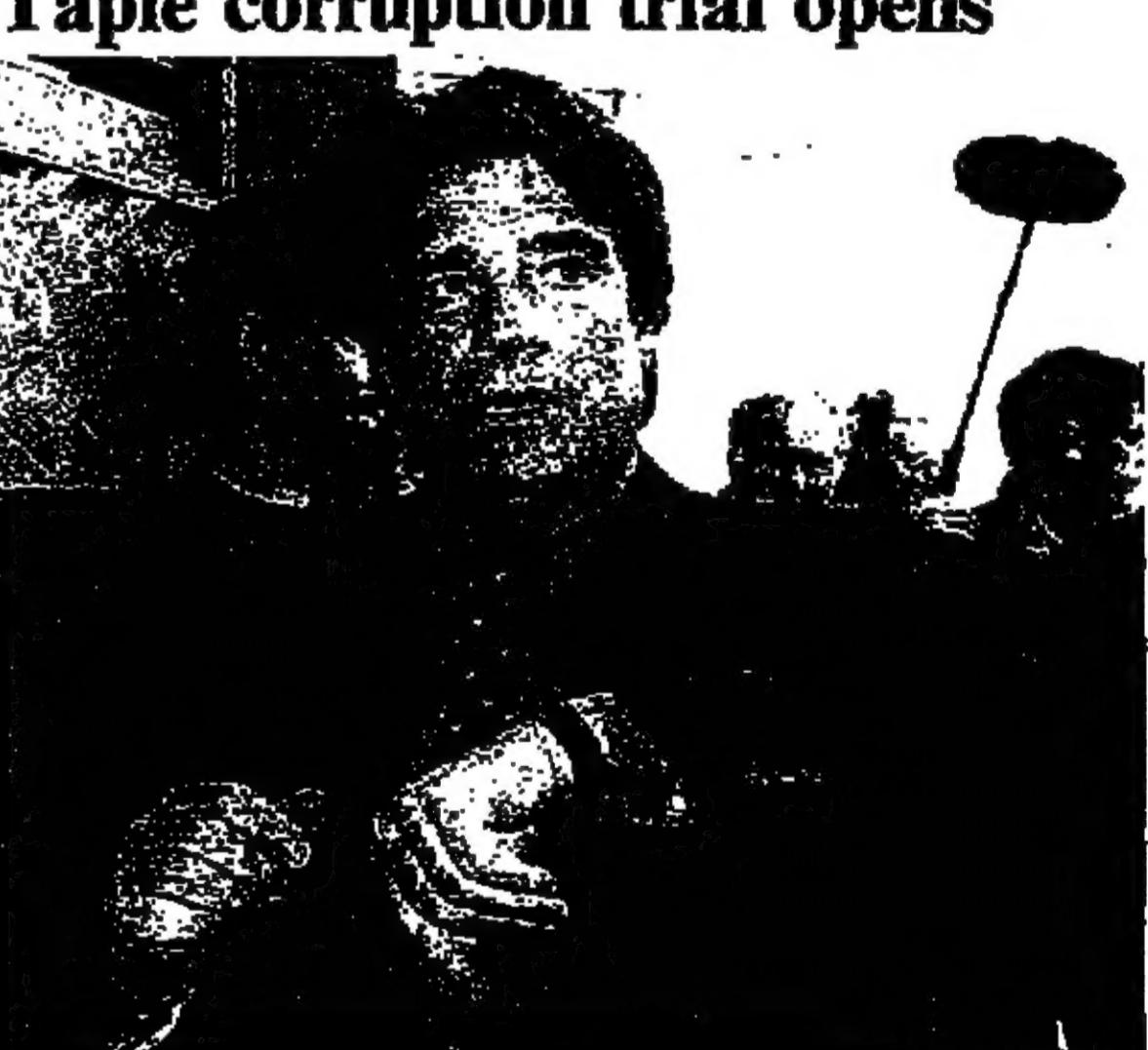
Inhabitants of the French city of Grenoble are to get cheaper water following the city's renegotiation of its controversial contract with Lyonnaise des Eaux that had led to the conviction for corruption of former city mayor and Gaullist minister Alain Carignon.

Carignon is appealing against a three-year prison sentence for receiving gifts from Lyonnaise des Eaux in return for awarding it a 25-year concession to supply Grenoble with water. Lyonnaise had defended its 1988 contract as fair, but said yesterday as a result of the contract renegotiation with the city's new Socialist mayor, Mr Michel Destot, its Cogese subsidiary would stop levying extra user charges, which were paid to the city. The cost of Grenoble water will drop from FF13.04 to FF11.2 per cubic metre.

Lyonnaise will also surrender majority control of its water concession back to Grenoble in a rare "re-nationalisation" of a service that has been increasingly contracted out by municipalities to utilities.

David Buchan, Paris

## Tapie corruption trial opens



The trial in Béthune, near Calais, opened yesterday of Mr Bernard Tapie (above), the colourful French businessman and politician, in the so-called "Testut affair", in which he is accused of misusing corporate funds.

Mr Tapie and four others are accused of using Testut, the French market leader in the manufacture of professional weighing machines, to channel up to FF100m (\$12.7m) in funds for the purchase of Trayvon, another weighing group, funding an associate's election campaign, and offering money to players in the Olympic Marseilles football team previously controlled by Mr Tapie. In his defence, Mr Tapie says he injected more than FF300m into the ailing company after buying it in 1983. The trial is expected to last at least until the middle of next week. Mr Tapie faces another case in Paris at the end of the month, followed by a third in early April relating to the company which controlled his yacht, the Phœnix.

Andrew Jack, Paris

## East Germans top sell-off league

Privatisation in the transition economies of central and East Europe is progressing "at an uneven pace," a report from the Organisation for Economic Co-operation and Development claimed yesterday.

"In some countries it is nearing completion, while in others it is barely starting," the report said. Privatisation has generally proceeded more rapidly for small enterprises than for large companies.

Only the former East Germany has virtually completed its privatisation or liquidation of non-viable enterprises.

The OECD report says that the Czech Republic by mid-1995 had privatised or liquidated 81 per cent of its large state-owned enterprises, followed by Hungary with 75 per cent, Estonia, 74 per cent, Lithuania, 57 per cent, Russia, 55 per cent, Latvia, 46 per cent, Slovakia, 44 per cent, Poland, 32 per cent, Romania, 13 per cent and Bulgaria 10 per cent.

Among small enterprises, 90 per cent or more have been privatised in Albania, the Czech Republic, Estonia, Hungary, Lithuania, Poland and Slovakia.

Kevin Done, London

Andre-Pascal, 15776 Paris Cedex 16, France. Price: \$21/DM37.

## Serbs' last suburb to be handed over

Grbavica awaits arrival of Bosnian Federation police, says Harriet Martin in Sarajevo

At dawn today, around 100 Bosnian Federation policemen were due to enter Grbavica, the last of five Sarajevo suburbs to change hands under the Dayton peace deal and the only central area of Sarajevo controlled by the Serbs during the war.

In the days leading up to the handover the grim estate of grey concrete tower blocks has been wrecked by looting and arson, as the angry Serb population has packed up and left. The Serbs refused to stay and live under what they considered to be "Islamic fundamentalist" control, ending hopes of recreating a united multi-ethnic Sarajevo.

One middle-aged man was yesterday packing his battered VW by his home on the slopes above the city, from where, for four years, the Serbs had shelled its civilian population. Pointing to the vista of dishevelled office blocks and housing estates, he described Sarajevo as "the modern-day Iran in Europe".

In the streets below a Serb couple, in their sixties, who wanted to stay, stood weeping on the pavement. They had been petrol-bombed out of their flat, which was now being destroyed by fire.

About 7,000 out of 70,000 Serbs in the Serb suburbs stayed despite intense harassment by other Serbs who regarded them as traitors. Since the Federation took over



An elderly woman trudges past Italian Ifor troops at Grbavica, the suburb of Sarajevo set ablaze by departing Serbs

many have been intimidated into leaving.

Elsewhere in Bosnia, there are other problems. Under the Dayton peace agreement, there should be freedom of movement throughout the country, refugees have the right to return home, and the Federation

men for the "Federation" police force which took over the Sarajevo suburb of Ilidza last week.

On the main border crossing from Croatia into Bosnia, Croat authorities continue to try and impose customs duties on commercial traffic destined for Bosnian government areas.

The government-controlled area around Bihać in the west of the country continues to be a de facto enclave as the Croats refuse to open up the international border. This allows the Bosnian Croats in the south to control freedom of movement of vehicles in and out of Bihać, charging a "customs" tax of 100dm per commercial vehicle.

But yesterday appeared to bring a solution when Nato officials said General Basim Delić, the Bosnian Army commander, had agreed to submit a withdrawal plan for 4,500 of his troops from a demilitarised zone in Sarajevo.

## EU states square off for Maastricht Round 2

Talks on Union's future shape are set to begin in earnest, writes Lionel Barber in Brussels

After months of phone war, the hard bargaining is about to begin on the future shape of the European Union. On March 29, the 15 EU heads of government, including a previously reluctant President Jacques Chirac of France, will arrive in Turin for a brief ceremony to launch constitutional talks likely to last at least 15 months.

It is tempting to draw parallels with the 1985 Philadelphia convention which launched the United States of America; but the reality is more down-to-earth. Loose talk about creating a United States of Europe has long vanished. Even Chancellor Helmut Kohl of Germany, the arch-expert of federal Europe, concedes as much.

The issue in the EU's inter-governmental conference is how best to organise a Europe of nation states committed to expansion eastwards and southwards. This is the message on paper put forward by the 15 EU governments. So much so that the joint draft of the Benelux countries, founder members of the European Community in 1958,

avoids the word "federal".

The shift in mood is partly a legacy of the Maastricht treaty and its painful ratification, partly a response to Euro-fatigue. More than 200 people are out of work in Europe. The total is climbing, notably in Germany. The public is nervous about another great leap forward in integration.

Yet it would be wrong to perceive the IGC as a non-event. Maastricht began with low expectations, but the dynamic of negotiations produced more than many believed possible: a fixed timetable for monetary union by 1998; a new architecture for co-operation in external and internal security; and the creation of the European Union.

Maastricht II is about making Maastricht I live up to its promises. Here divisions between member states over methods and philosophy become apparent.

The maximalist camp is led by Germany. Chancellor Kohl, both eyes fixed on the strategic imperative of eastern enlargement, wants to adapt EU decision-making to cope with a Union which could expand to 12.

The Germans are also floating ideas such as constructive

abstention, where no member state would be expected to provide troops or police for joint actions against its will. The price for "opting out" would be political and financial support. The German vision draws broad support from the smaller

European Court of Justice.

"We shall not accept harmonisation for its own sake, or further European integration which is driven by ideology rather than the prospect of practical benefit," says the White Paper.

France could tilt the balance in the IGC; but so far President Chirac's mercurial brand of neo-Gaullism has kept Bonn and London guessing.

Like the British, Mr Chirac gives the European Parliament short shrift (though his government is willing to go to the European Court to protect Strasbourg as the MEPs' second home). And he insists that the Council of Ministers remains the principal forum for decision-making, particularly in foreign policy and internal security.

Yet Mr Chirac is considering proposals in Brussels and Bonn for flexible integration. This would allow some countries to move ahead of the rest, to integrate more closely in certain areas, without being held back by national vetoes.

Britain nominally supports the idea, but worries that it could lead to exclusive clubs or

weaken common disciplines in areas such as the single market. More broadly, Britain, France, and Germany, along with Spain and Italy, are all in favour of increasing the voting weight for large member states in the Council of Ministers.

If there is a wild card, it is the Nordic countries. A Swedish push for new treaty language on employment is gaining ground. The Nordics are also pushing for more open decision-making, believing this is one way to bridge the gap between Brussels and the ordinary citizen.

Unless there is some progress in this direction, the new treaty could run into ratification difficulties in Scandinavia. Everyone remembers Denmark's narrow No to Maastricht in June 1992; nobody wants a repeat performance in 1997-98.

The need to keep an eye on public opinion is a powerful incentive to hold off on reaching institutional change - at least enlargement goes ahead in the early part of the next century accompanied by the next, inevitable IGC.

Yet Mr Chirac is considering proposals in Brussels and Bonn for flexible integration. This would allow some countries to move ahead of the rest, to integrate more closely in certain areas, without being held back by national vetoes.

For moving personnel, lighter goods like food and even lighter valuables like wages, the heated helicopters operated by specialist service companies are vital.

An overland movement becomes impossible in the summer, crossing the boggy tundra is like walking on ice, says Mr Cappa. The big problem, he says, is lack of a large export pipeline from the region in the absence of roads and other infrastructure.

Polar Lights can only be resupplied with heavy goods, including fuel and pipes, during the winter when bulldozers can carve snow and ice roads

in the two or three metres of snow that cover the tundra.

Even then, the terrain is treacherous. The terrain is treacherous, with deep snow and ice roads that are often washed away by the wind.

When finally ordered to

abandon the attempt to land at

Ardal in and divert to Naryn-

Mar, the region's administra-

tive capital to drop off his pas-

sengers. Capt Olefrenko had

other ideas about his priorities.

"But what about the cabbage?" he asked.

## Airlift keeps Arctic oil search supplied

Robert Corzine joins some cabbages on a helicopter mission to Russian far north

the setting sun burned brightly above a blanket of thick Arctic mist as the crew of the Aeroflot Mi-8 helicopter searched for Conoco's Polar Lights oilfield, inside the Arctic Circle at Ardalin in Russia's remote Nenets region, about 1,000 miles north-east of

## Gdansk shipyards faced with closure

By Christopher Bobinski  
in Warsaw

Poland's historic Gdansk shipyards, where Solidarity was born and where Mr Lech Wałęsa turned a strike over wages into a crusade which brought down communism, is faced with the prospect of closure.

Its main creditor, the state-owned Bank Handlowy, has refused to enter debt reduction proceedings, and yesterday Mr Grzegorz Kolodko, finance minister, signalled the government was not inclined to extend further help to the yards which ran up an 880m zloty (\$35m) loss last year.

The cabinet will address the issue next week on the return of Mr Włodzimierz Cimoszewicz, the prime minister, from a visit to the Far East. "It will be the market and not the government which will be making the decision," Mr Kolodko said on Polish Radio. "If the market's decision is unfavourable then the government will accept it," he added.

Last year the shipbuilding industry, including the successful Szczecin yards, was badly hit by the strength of the zloty. Ship prices for export

customers are fixed in slowly appreciating dollars, but costs are linked to the higher rate of domestic inflation, which rose nearly 23 per cent last year.

The whole industry has been hard hit. But the Gdansk yards, bedevilled by poor management, a politicised workforce and badly negotiated con-

tract, are still a shareholder. He said after losing the presidency he would return to his old job as an electrician, but has yet to turn up.

tracts were already threatened with losses. For five years the company felt it could rely on the backing of President Wałęsa. But he was defeated in last December's presidential election.

The Gdansk yards are state-controlled, with 40 per cent of the equity held by the employees, including Mr Wałęsa who announced his intention to

return to his old job as an electrician after losing the presidency but has not yet done so.

Last year the yards, which build bulk carriers, earned 270m zloty, a 22 per cent increase on the previous year. But it owes 350m zloty to creditors, of which 200m zloty is owed to the banks. Bank Handlowy, the biggest creditor, is owed more than 75m zloty; local utilities are demanding immediate payment of bills worth 15m zloty.

The Privatisation Ministry is preparing a report on the situation but Mr Wiesław Kaczmarek, privatisation minister, told parliament the options for survival had been narrowed to finding an investor for the yard or additional government support. Mr Kolodko has now raised an even more painful alternative closure.

Six vessels are under construction with 26 on order. A restructuring plan by the yard's management admitted most prices would have to be renegotiated if future losses were to be contained.

The plan, termed financially "unrealistic" by analysts, assumed 2,100 of the yard's 7,300 workforce would be laid off.

Market forces close in on birthplace of Solidarity



The Gdansk shipyards still employ 7,300 workers. But poor management and badly negotiated contracts have threatened closure. Lech Wałęsa (above) leading a Solidarity strike there in 1988

## French factory workers flushed with victory

By Andrew Jack in Paris

A French company which attempted to restrict its workers' rights to go to the lavatory was yesterday overruled in a precedent-setting ruling in a local labour tribunal.

The *conseil des prud'hommes* ruled that Bigard, a meat preparation group based in Brittany which employs 3,000 people around the country, must allow employees complete liberty to respond to their needs, as long as they inform their supervisors.

The ruling followed a decision by Bigard's executives last July to limit nearly 300 employees at a factory in Quimperle to three breaks of five minutes each for visits to the lavatory at specified times of day - two in the morning and one in the afternoon. Any one going outside these times had their pay docked.

The action triggered a strike in the town, where nearly a third of the working population is employed by Bigard. The strike was led by the strongest union in the plant, the CGT. "On the eve of the

year 2000, it seems aberrant to us to become robots required to go to the toilet at fixed times," said Mr Alain Lamouroux, the local representative.

An initial ruling by four members of the labour tribunal last December failed to reach a consensus - the two employee members were opposed to the new rules with the two business members in favour. The independent judge brought in to resolve the stalemate sided with the employees. Mr Lucien Bigard, chief executive of the group, claimed that the conflict was "a false problem" triggered by a "hard-core" of CGT members, who launched legal action last autumn.

However, Mr Andre Cheminat, the lawyer representing the workers, said yesterday that he had searched in France and beyond without finding any other case of a company attempting to restrict employees' rights in this way.

"This was a first, and I think it will be a last," he said.

Bigard refused to comment yesterday. It has not yet decided whether or not to appeal.

## Giving SPD a good name, for a change

Judy Dempsey on the campaign trail in Schleswig-Holstein

For the past two months Heidi Simons, the prime minister of Schleswig-Holstein and Germany's only woman premier, has travelled the state's flat terrain in an attempt to ensure her Social Democratic party (SPD) is returned to power in elections on Sunday.

The party needs an outright victory. If it were forced to form a coalition with the Greens, who have scored a consistent 9 per cent in the opinion polls, it could jeopardise attempts by Ms Simons to introduce reforms such as privatisation and the implementation of a transport policy which includes extending the A-20 motorway across the north of the state.

Schleswig-Holstein's Greens are passionate opponents of that transport policy, which would improve links between Scandinavia via the state to the rest of Germany. The recent dispute within the SPD/Green coalition in North-Rhine/Westphalia over the expansion of Dortmund airport has provided a salutary reminder to Ms Simons of the potential price of a marriage with the Greens.

Ms Simons needs a convincing win for another reason. Although she is reluctant to discuss her political ambitions, her supporters see her as a potential candidate for chancellor.

The campaign has not been an easy one. Temperatures have rarely been above zero and this ebullient politician, famous for her collection of large hats, has had to contend with a people even more famous for their paucity of frocks.

Somehow during her tour through 120 towns and villages, Ms Simons has brought them out. Instead of delivering the usual political monologue, Ms Simons, often wrapped in a big black woolen cap and topped with a spectacular hat, has chosen to speak for only a few minutes. She appears to seek debate rather than consensus - a "breath of fresh air in the SPD at last", according to one voter.

"People are beginning to speak out a bit more. They talk about the fear of unemployment, the threat to the pension scheme, problems of refugees, cutbacks in the civil service, issues they assumed had been sacrosanct," she says.

Indeed, since taking over the state's SPD leadership four years ago, Ms Simons has herself chiselled away at certain dogmas in a party considered one of the most left-wing among the SPD-governed states. Stakes held by Schleswig-Holstein in the banks and some industry have been reduced and the receipts channelled into research and development and a new technology centre as the economy shifts from agriculture and shipping to trade and services.

And in spite of complaints from the state's opposition Christian Democrats and lib-

eral Free Democrats about higher taxes, bureaucracy and increasing environmental legislation, the SPD this year will reduce the budget deficit by DM290m (\$135m) to DM1bn largely through social spending cuts.

Mr Peer Steinbrück, the economics minister, says however that one of the main casualties of the cuts has been investment expenditure, which has fallen from 11.8 per cent of total expenditure to 11.2 per cent this year. "It's the price for putting our finances into order," he says.

The SPD managed, last year at least, to keep unemployment in the state below the west German average, recording a rate of 8.1 per cent compared with 8.3 per cent. However, figures for last month show the jobless rate creeping

She brings out her audience, apparently seeking debate rather than consensus - a "breath of fresh air in the SPD at last", according to one voter

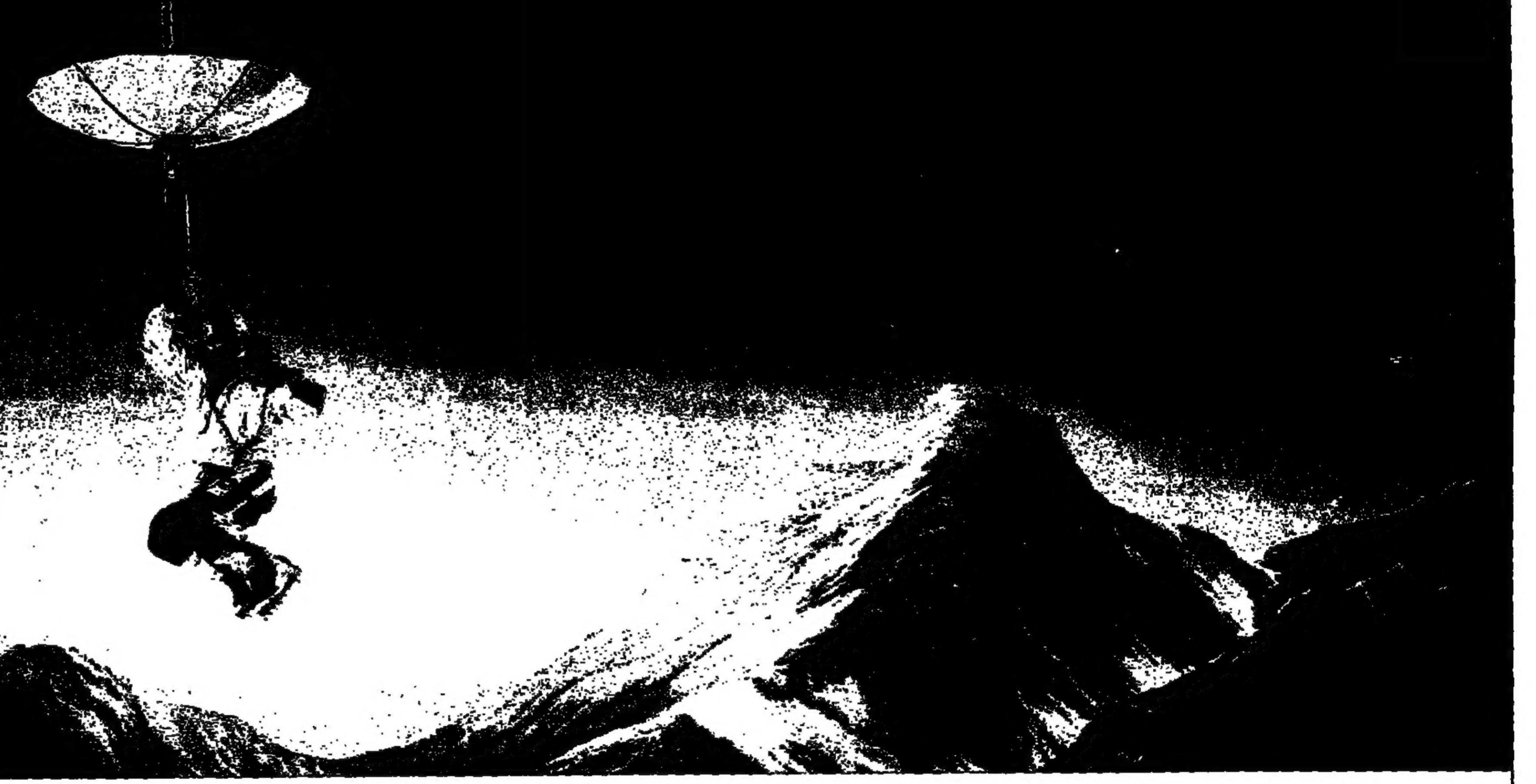
above 9.8 per cent, 0.2 per cent above the west German average. Gross domestic product grew 3 per cent compared with the west German average of 2.2 per cent.

Mr Ottfried Henning, leader of Schleswig-Holstein's CDU, and Mr Ekkhard Klug, FDP leader in the Landtag, or state parliament, hold the SPD responsible for the rise in unemployment. In particular, they charge Ms Simons with imposing a battery of environmental regulations and taxes on the *Mittelstand*, the small and medium-sized enterprises, which have slowed growth or investment decisions.

But in what sounds like frustration with their own parties in power in Bonn, both opposition politicians concede that the CDU/FDP federal government coalition has been no shining example of flexibility, having failed to introduce much-needed reforms including financial and labour market deregulation and even the much-debated longer shopping hours.

Ms Simons senses this paralysis in Bonn and in the SPD's federal leadership of which she is a member. "There is a sense of frustration among the young people. They are fed up with the bureaucracy, the interference by the state and the sense of paralysis on the federal level. That is why we need another stint in power to push through much-needed reforms. That's my present ambition," she said as her campaign bus rolls into another small town.

## Lee Chun Jung borrowed an umbrella to reach the top of the world.



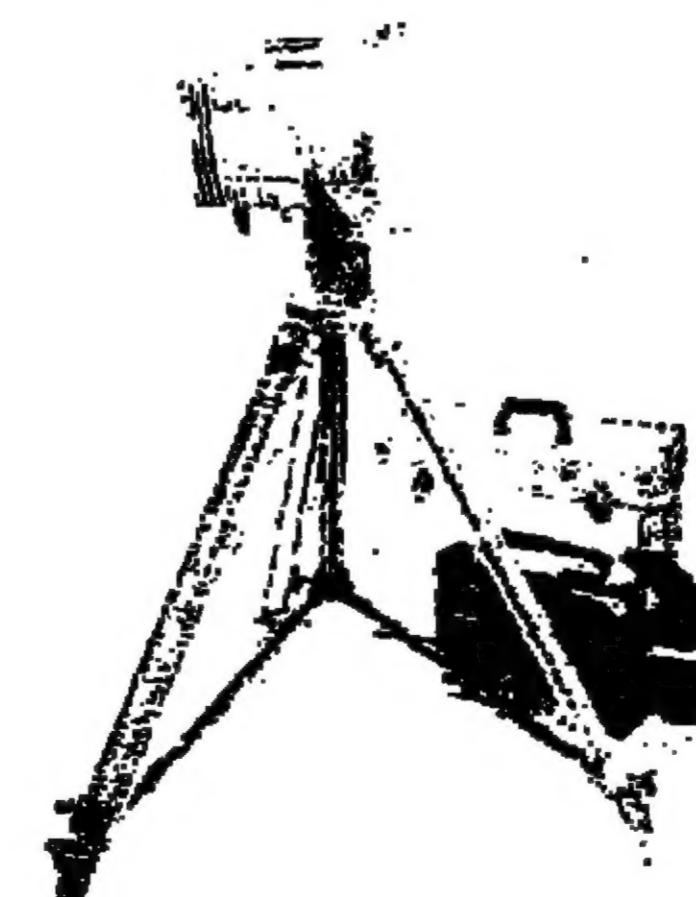
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## NEWS: THE AMERICAS

# Mexico's banks lick their wounds

Gloom marked bankers' annual get-together in Cancún sun, writes Leslie Crawford

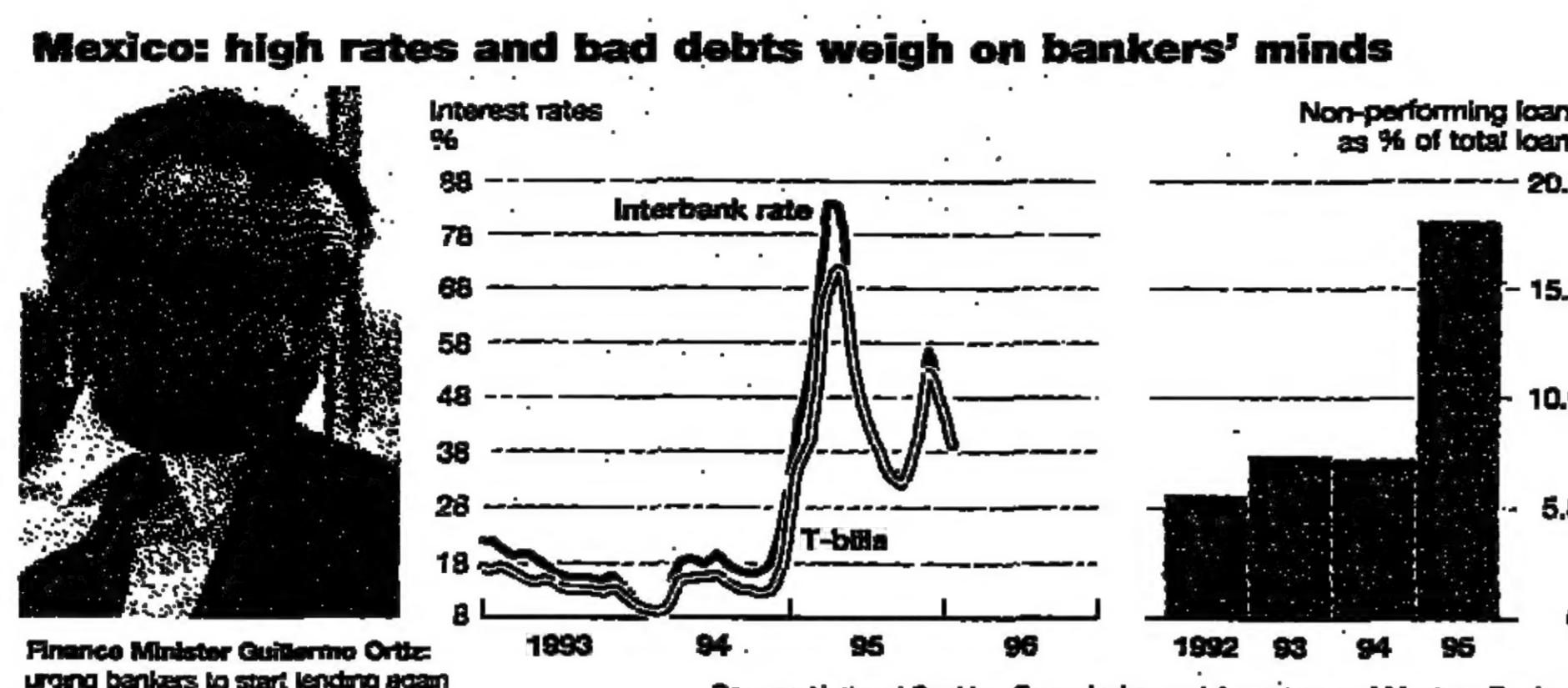
The annual get-together of Mexican bankers, held last weekend in the sunny resort of Cancún, had all the levity of a convention of undertakers.

In open-necked shirts and tropical suits, the assembled bankers surveyed the wreckage of last year's financial crisis and the mortality rate in their midst. Of the 18 banks privatised four years ago, six have collapsed and have been placed under government control. Others, their capital wiped out by bad debts and mismanagement, have been taken over by foreigners.

Mr José Madariaga, president of the Association of Mexican Bankers, does not even own his bank any more. Mr Madariaga's Prohursa was the first to capitulate to foreign ownership when Banco Bilbao Vizcaya of Spain, a minority shareholder until last June, took control and recapitalised the bank to stem the financial haemorrhage caused by heavy loan losses.

Mr Madariaga opened the proceedings in funeral mood. "In the cauldron of the crisis," he said, "Mexican banks have reached the very limits of survival."

The severe recession last year, the worst since 1932, caused bank deposits to plunge 18.5 per cent. Funding had been slashed 21.5 per cent. Non-performing loans had almost trebled to 127bn pesos, equal to 18.3 per cent of the banking system's total loan portfolio. In the US, banks are deemed to be in trouble when their bad loans rise above 3 per



Finance Minister Guillermo Ortiz: Urging bankers to start lending again

cent of the total. Mr Madariaga might also have mentioned, had it not already been painfully obvious to the assembled figures of finance, that they were all considerably poorer as a result of the financial crash that followed the devaluation of the peso in December 1994.

As bad loans mounted in the system, bank shareholders were forced to reach deep into their pockets to recapitalise their institutions. Nevertheless, most Mexican banks are now worth less than what their owners paid for them in 1992, while the combined stock market value of Mexico's financial groups is only one-third of the \$30bn they commanded before the devaluation.

To add insult to injury, Mr Madariaga complained that banks were being unjustly blamed by Mexican society for the hardships imposed by the economic slump.

To underline his point, a group of angry debtors briefly stormed the convention hall on Saturday. The militant tactics of Mexico's debtors' movement, known as *El Barzón* ("the yoke"), have been the nightmare of Mexican bankers since the crisis began. The demonstrators only abandoned the hall after being promised a meeting with banking authorities.

Their scattered leaflets called for immediate debt for goodness and an end to the "usury" of Mexican banks.

Mr Eduardo Fernández, Mexico's chief bank regulator, had few words of comfort at the convention. Emergency schemes to keep banks solvent and provide interest relief for small debtors would cost the government an estimated 5.5 per cent of gross domestic product (about \$11bn), Mr Fernández said. But he offered little hope of more government help in the future.

"We need more imaginative

formulas to speed the debt restructuring process," Mr Guillermo Ortiz, finance minister, told the conference, without illuminating what these might be. He exhorted bankers to go forth and start lending again, particularly to cash-starved small and medium-sized companies, without indicating when interest rates might begin to fall. He offered no hope of a relaxation in fiscal or monetary discipline, without which, he said, Mexico would not be able to resume sustained growth.

The mood at the convention did not lighten with the arrival of Mr Larry Summers, under-secretary at the US Treasury, who dropped into Cancún for two hours to exhort Mexico to "rely ever more on market forces" and speed its privatisation programme, which has run into political difficulties in Congress.

Thumping the podium, Mr Summers told some of the rich men in Mexico that economic development could not be achieved without a more equitable distribution of wealth, and he warned them against the temptation of laundering drug money. "Those who traffic in the profits of drug traffickers" must not go unpunished, he said.

Outside the conference hall, there was little evidence of the backroom deals that buzzed in conventions past. Foreign bank representatives said there was little appetite to lend to Mexico's troubled banks. They had mainly come to assess the situation, before heading for the Caribbean sun.

## Sogemin suspends three US staff

By Kenneth Gooding, Mining Correspondent

Three US employees were yesterday suspended by Sogemin, the London Metal Exchange trading company owned by Union Minière, the Belgian metals group.

This followed the issue of an amended writ in the London High Court by Chile Copper Corporation (Codelco), which is suing Sogemin over losses the state-owned group suffered in the LME's copper market.

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# Muddy lake and nine trout bring misery to mining giants

By Bernard Simon in Toronto

Canada's mining industry is starting to wonder whether government fisheries officers have too much time on their hands.

Their zeal as piscatorial guardians first came to the fore when a deal last year to buy a gold and copper mine at Kennes, British Columbia, was held up by protracted negotiations over the fate of nine trout found in streams where a tailings dam was to be built.

Mr Kevin O'Reilly, research director of the Canadian Arctic resource committee, a local environmental group, says that "if you put anything into water that may be harmful to fish, you're guilty."

The muddy waters were apparently first spotted by fisheries inspectors from the state. They are expected to base their case partly on a recent government report which recommended that more research was needed on the possible toxicity of kimberlite rock.

The fisheries department says it is simply doing its job. Mr Gerry Swanson, director-general of habitat management, says the negotiations at the Kennes mine have involved more than nine trout. "We're looking at the capacity of the river, lake or stream to produce fish," he says.

The mine owners and the fisheries department, however, are still hoping for a compromise on the issue.

As for the muddy Arctic lakes, Mr Swanson says that "our staff investigated a complaint, consulted with the department of justice, and it was decided it was appropriate to lay charges."

The mining industry has a different perspective. The Northern Miner, a trade journal, concluded in a recent editorial that "the collapse of the east coast fishery and the near-decimation of west coast salmon stocks have left a lot of Canadian fisheries officers with not a heck of a lot to do."

# Divided opposition may kill Chile reform

By Imogen Mark in Santiago

Efforts to reform Chile's constitution, inherited from the military dictatorship of President Augusto Pinochet, now seem certain to be defeated because of serious divisions within the National Renovation, the main opposition party.

The package, proposed to Congress last August by President Eduardo Frei, aims to

reform what government parties say is the undemocratic nature of the 1980 constitution, which set up a series of non-elected bodies to act as checks on the power of congress and the president.

There are, for example, designated senators, four of them named directly by the armed forces and still under the influence of the outgoing military regime. These have given the opposition a built-in majority

in the Senate over the past six years, and continue to block the present initiative to vote them out of existence.

However, the cost of rejecting the package may be greater for the opposition than for the government. The chances appear high that the National Renovation party will split over the issue, at the same time dividing the right-wing opposition alliance.

A recent opinion poll carried

out by CEP, a liberal think-tank, shows a solid majority of Chileans think that the constitution should be changed. This means that a divided opposition could lose a lot of votes in upcoming municipal elections this October and in congressional elections in December 1997.

Government parties may be able to capture votes on the strength of the perception its former military rulers are still influencing national politics

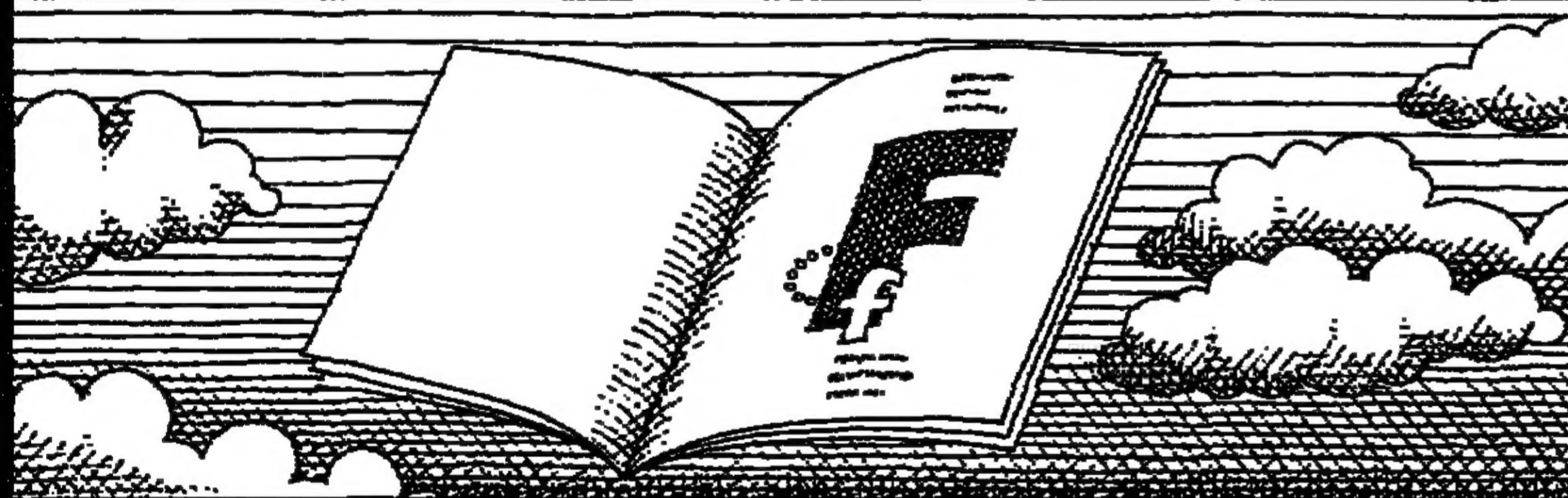
and distorting democracy.

Mr Andres Allamand, National Renovation's president, said at the weekend that if the hardliners in his party, grouped around seven of its 11 senators, continued to defy the party mandate to vote in favour of constitutional reform next month, then "the centre-right will be committing a monumental and historic mistake, with enormous implications."

Codelco lost about \$170m through speculative trading in the LME's copper market between 1990 and 1993. Mr Juan Pablo Davila, the group's former head of futures trading, was charged last year with fraud against the state. He dealt with 22 other LME brokers as well as Sogemin.

The Chilean group has made it clear the writs did not refer to the \$170m losses but that it was trying to recover only what it claimed were excessive commissions and other allegedly improper payments made during 1990-93, plus interest and damages.

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## NEWS: WORLD TRADE

# EU reaffirms ban on meat hormones over US objection

By Caroline Southey in Brussels

European Union agricultural ministers yesterday agreed to introduce tighter controls and tougher sanctions to improve the Union's controversial ban on the use of growth-promoters in meat production, reaffirming the EU's commitment to a regime which includes a ban on imports of hormone-treated meat.

The decision sets the Union on a collision course with the US, which has challenged the ban on imports through the World Trade Organisation. It also rules out any compromise being found between the two during their first round of consultations next week. The US complaint has been backed by Australia, New Zealand and Canada.

Britain alone voted against the proposals, arguing that it was "premature" to take a vote reinforcing the regime before the WTO consultations. Britain has opposed the ban since its introduction in 1988, arguing that Union policy on growth

promoters should be based on scientific evidence.

A recent scientific conference in Brussels, attended by 80 leading international scientists, concluded that there was "no evidence of human health risk arising" from the controlled use of five hormones - oestradiol beta 17, progesterone, testosterone, zeranol and tenboline. The five are banned in the EU but not the US.

But Mr Franz Fischler, EU commissioner for agriculture, said yesterday that the EU's policy was not "simply a question of scientific evidence. It is also based on the need to prevent falls in meat consumption in the EU. The only course we can see is to defend the ban at the WTO."

He said tighter controls were in the interests of the consumer and were based on the conclusions of the conference, which had criticised existing preventive measures as inadequate.

The farm ministers agreed new measures to improve implementation of the hormone ban within the EU. These include

stricter controls on enforcement by shifting the emphasis of inspections to live animals. Member states will be obliged to carry out more frequent and random checks of farms and slaughterhouses.

Farmers will also face tougher fines if they are caught using banned substances. If a farmer is found treating a cow with any one of the banned hormones, premiums for the whole herd will be withheld for a year. At present farmers are penalised only for those animals treated with the hormones. On a second offence, premiums will be withheld for up to five years.

In the medium term, states will be left to decide how best to levy charges against producers to meet the increased inspection costs, although the Commission will look into a harmonised financing scheme.

Ministers also agreed to extend the ban to beta-agonists, which are designed for veterinary use, such as helping horses with respiratory problems and cows with calving difficulties, but which are open to misuse as growth-promoters.

# Piracy on the high Cs

Italy is a significant source of illegal recordings in Europe, but the music industry is planning to fight back, reports Andrew Hill

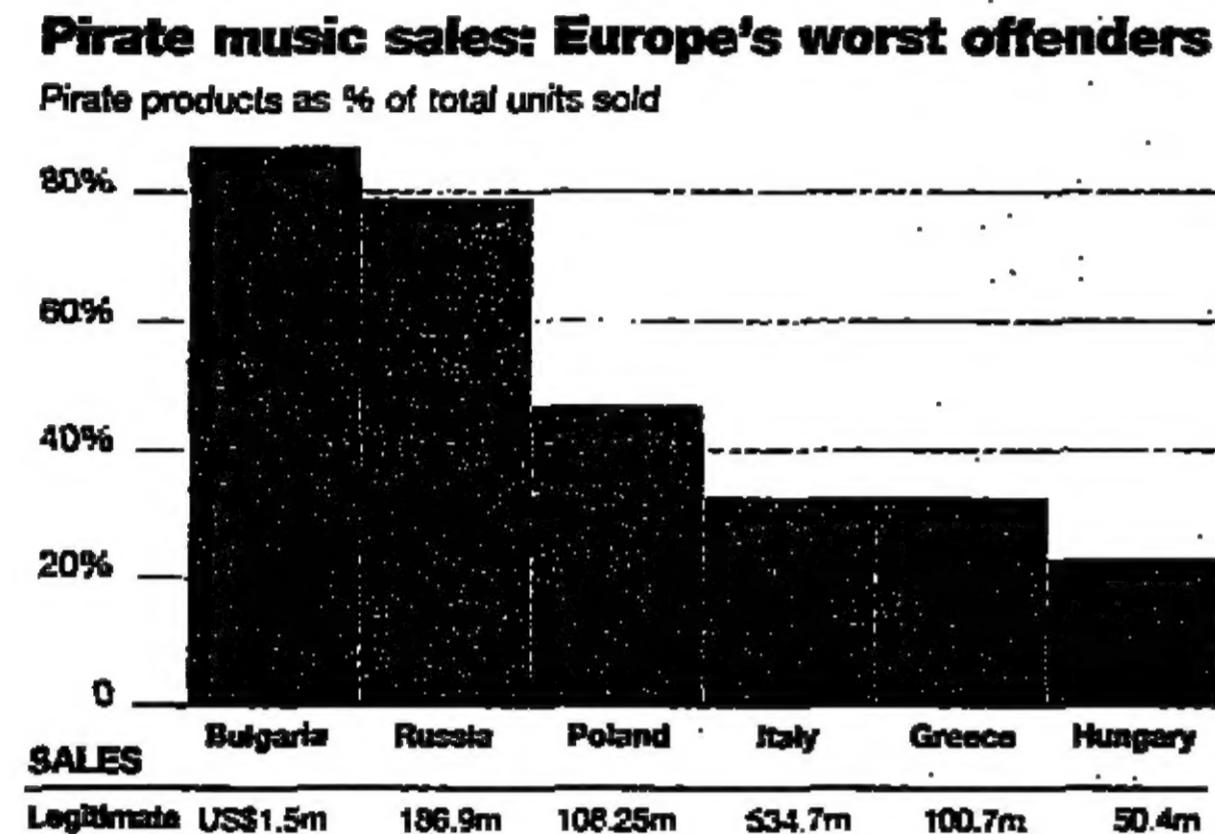
Before the last note of Italy's San Remo music festival had died away three weeks ago, two rival production lines had sprung into action. One was producing the authorised recording of the festival's competing songs; the other a careful copy, which even trumped the original by including artists who, for copyright reasons, were excluded from the authorised version. Both the legitimate and the pirate recordings were on sale within days.

For the international music industry, the pirated San Remo cassette is a powerful example of why music piracy must be stamped out in Italy. Not only is San Remo Italy's glitziest celebration of popular music, it is also a launch pad for new Italian stars, and a showcase for established foreign artists. If the music industry is to be believed, all are under threat from piracy.

Last Friday, European music moguls came to Rome to launch a new \$1m campaign to clamp down on illegal recordings. Although they claim one aim is to preserve Italian culture, it is not their only concern: many of the illegal cassettes and compact discs produced in Italy are exported. Tip-offs about Italian pirates come from as far afield as Los Angeles and New York.

According to FIMI, the Italian industry federation, as many as 95 per cent of all illegal recordings seized in the UK in 1994 were produced in Italy.

The scale of Italian piracy is even beginning to embarrass European music industry and trade officials in their campaign against illegal recordings



from outside Europe. Mr Nicholas Garnett, director-general of IFPI, the international music industry federation, says that when European and US governments recently lodged a complaint against Japanese music piracy, Japanese officials said Italy should put its own house in order first.

The question, according to Mr Rupert Perry, president and chief executive of EMI Europe, is: "Does [Italy] want to be known as a third world country in relation to a very important part of their culture? I don't think so."

EMI, FIMI, and their new Milan-based anti-piracy unit, hope they can repeat in Italy the success of a campaign launched in Spain in the late 1980s. It reduced pirate recordings as a percentage of total sales from 30-35 per cent about the same level as in Italy - to less than 5 per cent.

The industry's first line of attack is to improve the legal

deterrants against piracy in Italy, mainly based south of Rome and almost certainly backed by organised crime.

Italian police are already acting against the criminals. They raid illegal operations and check on legitimate CD producers, which can easily run a parallel pirate business, counterfeiting CDs to be sold alongside the real thing. But IFPI says the Italian legal process is slow, prosecutions are few, and fines insufficiently heavy. At meetings on Friday with police officers and officials of the Italian interior and justice ministries, industry representatives called for new laws and better enforcement of old ones.

More sensitively, the record industry needs to persuade the Italian public not to encourage piracy by buying bootleg or pirate recordings.

The anti-piracy unit has ruled out attempts to harry consumers, though the police can already prosecute those

who knowingly buy pirate discs and cassettes. Instead, the industry plans to appeal to consumers' desire to support local talent. There are plans for an awareness campaign of leaflets and posters, featuring Italian stars.

If it is to force illegal recordings out of the shops and street markets, the industry will also have to convince the consumer it is worth paying more for legal recordings. That may be hard, as the average Italian spends just £12,000 (\$17.70) a year on recorded music - only slightly more than the average Mexican - and a legally produced compact disc costs more than £12.00.

Industry representatives naturally deny that stepped CD prices may be encouraging consumers to look for cheap alternatives. But they do believe that eradicating piracy will enable the industry to hold down its prices, as the volume of legitimate sales improves. "The market increased so substantially in Spain, that the record companies did not need to increase prices over time," according to Mr Paul Russell, president of Sony Music Europe.

If that is the carrot for Italian pop fans, then the stick is the possibility that bootlegging and piracy could eventually deter big international stars from touring Italy. As Mr Russells puts it: "At the end of the day, artists come to realise that [piracy] is starting to screw their market up on a worldwide basis. They avoid coming because they are nervous about what might happen to their repertoire outside Italy."

# America free trade zone talks

By Sarita Kendall in Cartagena

More than 1,000 business leaders today meet in Cartagena, Colombia, to discuss how the private sector can participate in the creation of the Free Trade Area of the Americas (FTAA), an ambitious goal to create the world's largest free trade zone with 750m people.

The decision to aim for a free trade area by the year 2005 was announced in Miami 15 months ago, but political and economic events have since taken their toll and the parallel meeting of 34 trade ministers, which starts tomorrow, would benefit from an injection of practical proposals and private sector enthusiasm.

Mr Jorge Ramirez Ocampo, president of the Colombian exporters' association and organiser of the Business Forum, said it would present concrete proposals to ministers. Progress so far shows that the integration process can go on despite political crises in Colombia and other countries, said Mr Ramirez Ocampo. "For the moment we have to construct routes and open doors,

not eliminate alternatives."

The ministers will be reporting on progress made by the seven working groups set up in Denver last June to examine specific issues. Four more groups, including one covering intellectual property rights, are expected to emerge from the Cartagena summit.

Many fundamental questions about the creation of the FTAA still have to be answered. Some view existing regional trade accords - there are at least 24 - as the basis for negotiations. However, the accords vary enormously in strength and coverage, with, for example, the Andean Pact limping along and Mercosur extending its horizons both within and beyond Latin America.

Another route could be the expansion of the North American Free Trade Agreement to

in the region was a shortage of long-term debt, rather than equity, he said. It was expected that 80 per cent of the fund would be invested in Argentina, Brazil, Chile, Colombia, Mexico and Peru.

He said the region's new investments in infrastructure were estimated to reach \$1bn a year for the next decade. Because of constraints on public sector budgets in Latin America, governments are increasingly turning to private sector finance to meet infrastructure needs.

Mr Martin Christie of the IADB estimates the private sector can provide up to a quarter of the finance required for new investment and maintenance in infrastructure over the next decade, some \$10bn to \$12bn a year.

The aim, Mr Qureshi said, was "to attract long-term institutional investors, such as pension funds and insurance companies, into infrastructure finance". The main constraint to infrastructure finance

# Bataan N-plant to be converted

By Edward Luce in Manila

The Philippine government yesterday said it would open the controversial Bataan nuclear power plant to international tender for conversion to a gas-fired station, 10 years after it was mothballed for safety reasons.

The decision comes five months after the government struck a \$100m out-of-court settlement with Westinghouse, the US company which allegedly overcharged the Philippines for the \$2.1bn plant on an earthquake fault line. The tender means that up to 3,000MW of new capacity will be up for bidding this year.

In addition to the 620MW nuclear plant, which will be converted to a 1,500MW gas-fired plant within four years, the government announced new dates for the rebidding of a 1,200MW gas-fired plant in Batangas, cancelled last year.

More than 16 companies, including Bechtel, Enron and Marubeni, plan to submit bids for the Batangas project, which had originally been connected to the conversion of the Bataan nuclear plant on an "either/or" basis. Under yesterday's decision both plants will be tendered separately later this year.

"We came to the conclusion that demand for energy in the Philippines is rising fast enough to accommodate another 3,000MW by 2001 or afterwards," said Mr Guido Delgado, president of the National Power Corporation (Napocor), which is to be privatised next year.

Napocor says the government hopes this will end the long controversy over both plants. Consolidated Electric Power Asia (Cepsa) of Hong Kong was disqualified as winning bidder for the \$1.5bn Batangas plant last year for including Westinghouse's 501F gas turbines in its proposal.

Cepsa, which has not yet decided whether to participate in the rebidding in September, failed to persuade the government that Manila's subsequent deal with Westinghouse should retrospectively validate its original bid. Under the settlement, Westinghouse gave two 501F gas turbines worth \$30m apiece to the Philippines, plus \$40m in cash. The government has invited bidders for the second round to include the Westinghouse turbines in their proposals.

The government also said

yesterday that it would bar one company from winning both bids. Gas for the two plants will be supplied from the Malampaya gasfields in the Philippines, which are under the joint management of British Gas and Shell Philippines, the local arm of the Anglo-Dutch group.

# Amtrak in order for high-speed trains

By Richard Tompkins in New York

The first high-speed passenger trains to operate in the US are scheduled to start running between Washington, New York and Boston in 1999, following a decision to press ahead with the project by Amtrak, the body that operates passenger trains in the US.

Amtrak has chosen Bombardier of Canada and GEC Alsthom, an Anglo-French consortium, to provide a custom-built fleet of 18 trains that will travel the route at speeds of up to 150mph. The contract is worth \$81m.

At present, top speeds on the line are 125mph between New York and Washington and 100mph between New York and Boston. The new trains will use technology that allows them to lean into curves, making higher speeds possible on existing tracks.

The announcement reflects an awakening of interest in high-speed rail travel in the US. Last month Florida said it had chosen a private sector consortium to build and operate a high-speed railway system between Miami, Orlando and Tampa at a cost of \$4.8bn.

Florida's plan is more ambitious than Amtrak's because it involves the construction of new, high-speed railway lines, enabling trains to travel at 200mph or more. But the project faces a number of uncertainties and is not due for completion until 2004.

The total cost of Amtrak's project is \$1bn, of which \$321m is being spent on the electrification of a stretch of line between New Haven and Boston. At present, electric trains have to make a time-consuming switch to diesel locomotion for this leg of the journey.

Amtrak, which is owned by the US federal government, said the new trains would use many of the best features of those developed by GEC Alsthom for France's TGV network. But they would be custom-built in the US to suit the needs of the domestic market.

Amtrak had earlier experimented with several European train designs such as Sweden's X3000 tilting trains and Germany's TGV-style InterCity Express. Its decision to choose a custom-built train appears to reflect the wide differences between countries' railway systems, making it difficult for operators to find suitable off-the-shelf products.

In an unusual public-private sector financing arrangement, Bombardier and GEC Alsthom will meet the cost of building the trains, hoping to recoup their investment by taking a slice of the fare revenues. Amtrak believes the trains will more than cover their costs on this busy route.

# WORLD TRADE NEWS DIGEST

## Conoco to seek oil off Taiwan

Conoco, the US oil concern, has joined forces with Taiwan's state oil monopoly, Chinese Petroleum (CPC), to explore for oil and gas in the Taiwan Strait. Under a deal signed yesterday, Conoco will invest at least \$55m to develop 13 wells over five years. Conoco, the energy arm of DuPont, the US chemical concern, will take a 7.5 per cent stake in the venture, but CPC has the option to increase its holding to 50 per cent later.

Taiwan is heavily reliant on energy imports to fuel its fast growing economy and the project is in line with efforts to develop its own energy sources. Production is to last 20 years and CPC will buy all the oil and gas produced to supply the domestic market.

Laura Tyson, Taipei

## Optimistic Boeing to lift output

Boeing, the US aircraft maker, yesterday followed up its recent, optimistic forecasts for worldwide air travel over the next 20 years by announcing increases in aircraft production rates planned for 1997.

The Seattle-based company said its decision, which will involve three of its models, reflected the positive market outlook for new aircraft.

Boeing expects total deliveries this year of all of its aircraft types to reach about 215. In the first quarter of next year, the company will raise the 737 model production rate from 5.5 aircraft a month to 10, while the 757 model will return from a monthly output of three to four.

Michael Cassell, London

## Uruguay Round tops agenda

Implementation of the Uruguay Round of global trade talks will be the main item on the agenda for the World Trade Organisation's first ministerial meeting in Singapore next December, senior trade diplomats agreed yesterday.

WTO ambassadors, meeting for the first time to discuss plans for Singapore, also gave broad backing to a five-point outline agenda put forward by Mr Renato Ruggiero, WTO director-general. In addition to implementation issues, the proposed agenda also covers current WTO negotiations, trade and the environment, possible new issues for WTO talks, and further liberalisation measures.

Trade officials said the US again made clear it would press for WTO work on bribery and corruption in public procurement, and the link between trade and labour standards. Developing countries have already said they oppose inclusion of labour standards.

Frances Williams, Geneva

## Chicken solution nearer

Russia appears closer to resolving a dispute with Washington which has threatened to stop imports of US frozen chicken. Russia's chief veterinary inspector yesterday said Moscow was not yet issuing new import permits for the US poultry but he hoped to remove remaining obstacles in the coming days.

Earlier this month Russia accused the US of shipping poor-quality produce and the Russian poultry industry has complained about dumping by foreign producers and urged the government to intervene to protect local farmers. The dispute has already hit US chicken exports to Russia, which amounted to \$500m in 1995.

Foreign Staff, London

## Contracts and ventures

■ Optus Vision, the Australian cable consortium, has placed a \$158m (US\$137.4m) contact with Motorola of the US for telephony interface equipment. Motorola's CableComm equipment will be delivered in the second quarter of 1996. Optus Vision intends to use the cable network to provide a local telephone service, as well as pay-TV and other interactive services. A key member of the consortium is the Optus telecommunications company, established to compete with the government-owned Telstra group.

■ Mitsubishi Electric and Mitsui of Japan will set up a semiconductor joint venture in Beijing with a local electronics company. Mitsubishi said the partners would invest \$100m (\$85m) in the plant, which aims to produce 500 computer chips a month from May 1997, with output rising to 10m a month in 1998 to meet growing demand in China.

AFX, Tokyo

## INTERNATIONAL ECONOMIC INDICATORS: PRODUCTION AND EMPLOYMENT

Yearly data for retail sales volume and industrial production plus all data for the vacancy rate indicator are in index form with 1985=100. Quarterly and monthly data for retail sales and industrial production show the percentage change over the corresponding period in the previous year, and are positive unless otherwise stated. The unemployment rate is shown as a percentage of the total labour force. Figures for the composite leading indicator are end-period values.

	UNITED STATES			JAPAN			GERMANY		
Retail sales volume	Industrial production	Unemployment rate	Vacancy rate	Composite leading indicator	Retail sales volume	Industrial production	Unemployment rate	Vacancy rate	Composite leading indicator


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## Christopher hails N-test ban progress

By Frances Williams in Geneva

Mr Warren Christopher, US secretary of state, yesterday said the five declared nuclear powers were moving closer in negotiations on a global nuclear test ban treaty, and urged a concerted push to wrap up the talks this summer. "This is an historic opportunity which certainly must not be lost," he said.

Mr Christopher, in Geneva to emphasise Washington's strong support for the treaty, said after meeting some of the main negotiators that the talks appeared to have made "real progress". But he acknowledged that important differences of view remained on some issues, including the treaty's scope, verification and conditions for entry into force.

He had earlier indicated that he would be pressing China and India in particular not to block the pact, which is being negotiated in the 38-member United Nations Disarmament Conference.

The treaty is due to be completed by the end of June for

endorsement by the UN General Assembly in September.

Mr Christopher met Chinese and Indian representatives separately after meetings with other nuclear weapons states - Russia, Britain and France - and members of the non-aligned movement including Pakistan, Egypt, Indonesia and Mexico.

India, despite dwindling support from other developing nations, wants a firm link in the treaty to talks on total nuclear disarmament within fixed time-frame. But Mr Christopher warned yesterday that this would be counterproductive, ensuring neither goal is achieved.

China, the only country still testing nuclear weapons, is insisting that the treaty make an exception for "peaceful nuclear explosions". However, it is isolated in this demand and a senior US State Department official, citing concerns of Chinese flexibility, said yesterday that Washington hoped "the Chinese soon can join us" in a total ban.

The US, Britain and France

are backing Australian treaty wording that would ban "any nuclear weapon test explosion or any other nuclear explosion".

Russia says it will agree to a "zero-yield" treaty banning all nuclear explosions, however small, but for the time being is clinging to a different, and the US claims more ambiguous, formulation.

Meanwhile, Moscow yesterday denied suggestions by US officials travelling with Mr Christopher that it might have carried out a nuclear test, in violation of its self-imposed moratorium. Mr Christopher told reporters later that he believed Russia was complying with the moratorium.

Other unresolved treaty issues include how many countries should ratify the treaty before it goes into force. Washington says just the five declared nuclear powers should be required, but other nations want all "nuclear-capable" countries to be members, including the three acknowledged "threshold" states - Israel, India and Pakistan.

## UN, Iraq nearer oil deal

By Michael Littlejohns  
at the UN in New York

United Nations and Iraqi negotiators last night neared an end to their second round of talks on a limited resumption of Baghdad's oil exports, to pay for food and medicines for civilians suffering under the impact of sanctions.

Diplomats said about 90 per cent of the differences between the two sides now had been resolved, encouraging hopes that the next round might be conclusive.

Mr Tariq Aziz, Iraqi deputy prime minister, agreed in a telephone conversation with Mr Boutros Boutros Ghali, UN secretary-general, that the talks should resume on April 8, again in New York.

If Mr Aziz then were to decide to join the negotiations, this would probably be taken as a sign President Saddam Hussein had the political will

to accept the terms laid out by the Security Council almost a year ago.

"I for one am keeping my fingers crossed," said Sylvia Foa, the UN spokesman, who has all along an optimistic attitude to succeed talks, begun last month.

However, diplomats said a troublesome issue remained: how to distribute food and humanitarian supplies in the northern Kurdish region. The UN insists its agencies take responsibility for it, but Iraq wants to retain control.

Up to \$2bn-worth of oil is at stake in the sale, which would take place over six-month period. But if taken for granted that on the flow of Iraqi oil is resumed, the Security Council would authorise future limited sales even if the broader sanctions regime remained in place.

Prospects for the five-year-old embargo were not

improved by five recent incidents in which Iraq barred access for UN inspectors seeking evidence of the country's remaining arsenals of weapons of mass destruction and capability to develop new heavy weapons. All incidents were resolved after stand-offs lasting several hours; Mr Nizar Hamadoun, the Iraqi delegate, insisted yesterday there was no real problem.

Nonetheless, Mr Rolf Ekeus, chief of the UN inspection commission, asked the Security Council to re-emphasise the monitoring mandate, making clear the Iraqis could not set their own conditions for inspections.

Mr Ekeus said the inspection commission had not yet concluded Iraq was "free from prohibited missiles". He was concerned about remaining biological and chemical agents for use in missile warheads.

## RETIREMENT

# 1 000 000

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## Uganda faces tireless enemy

Michela Wrong on a water weed threatening ecological disaster

The acres of lush vegetation, dotted with pink blossoms, offer a scene of pastoral tranquillity.

Unfortunately, this is not a field. This is part of a lake - Lake Victoria - and the carpet of greenery, so thick that small boys can walk across it, was once blue water running clear into the turbines of Owen Falls Dam, Uganda's main supplier of electricity.

That was before *Eichornia crassipes*, or water hyacinth, infected the legendary source of the Nile, Africa's biggest freshwater reserve. Washed down the Kagera River from Rwanda, the weed spread so rapidly that more than 70,000 tonnes now fills the bay above Owen Falls, testing the strength of a bridge and boom never designed to meet such a challenge.

Japanese executives put Japan 27th in the competitiveness rankings. Germany fell from 4th to 17th position and Switzerland from 6th to 22nd. The survey of nearly 2,500 international business leaders forms part of an annual comparison of country competitiveness compiled annually by the Swiss-based IMD and, in previous years, the World Economic Forum. This year's report, to be published in September, will be the IMD's first solo effort.

Business executives were also asked to rate countries on economic adaptability, attractiveness for investment and commercial aggression. The ranking for adaptability tended to follow those for competitiveness but there were big differences in the other two.

In particular, the British government's efforts to lure foreign investors appear to have borne fruit. The United Kingdom was ranked third internationally for attractiveness to business, after the US and Singapore but ahead of Malaysia, Germany and Switzerland.

On aggression, seven of the top 10 countries were located in Asia, with Japan and South Korea taking first and second places. The US came third, followed by Singapore. Germany was sixth and France a more surprising 10th, marking its "comeback on the international scene", according to IMD.



Ugandan labourers clearing water hyacinth, which grows back almost as soon as it is removed

Michela Wrong

operations to the town of Jinja, where the main harbour used to be. But that would mean trucking goods 80km to Kampala, instead of the short rail trip from Entebbe.

Waking up somewhat belatedly to the extent of the problem, the government has set up a special task force and is approaching donors for contributions to a \$5.4m emergency plan.

Advised by Aquatics Unlimited, a US company that has combated water hyacinth across the world, it plans a three-pronged approach. Herbicides will shrivel the hyacinth, huge harvesters will clear strategic sites, and the release of weevils being bred in laboratories - the hyacinth's natural predators - should keep the plant in check over the long term. But this is where the politics come in. All such measures must first be approved by Kenya and Tanzania, which also border the lake but have been less badly hit.

While Uganda has enjoyed



harmonious relations with Tanzania since the 1990s, the same cannot be said of Kenya. President Daniel arap Moi, Kenya's head of state, and President Yoweri Museveni, Uganda's leader, have been fierce rivals for years.

Although both men publicly shelved their animosities to lay the framework for regional economic co-operation at a summit in January, many locals question their sincerity. The water hyacinth problem may provide a test.

So far, because it is on the receiving end of the problem, Uganda is aware of the need for quick action, while Kenya and Tanzania have felt freer to fume about the possible environmental threats posed by the herbicides or weevils.

"If Lake Victoria was our lake we would have gone ahead much faster. But we had to consult our neighbours," acknowledges Prof Joseph Mukibi, head of the Ugandan task force.

Cynics have noted that since the Kenyan shoreline afflicted by the weed is populated by the Luo, a community that supports the opposition, Mr Moi may feel little pressure to come to their aid.

Although the herbicides and weevils have been used elsewhere with success, Uganda is trying both out on small pools to prove conclusively to its neighbours an ecological disaster is not looming. With each passing day that the weed spreads, the eventual cost of clearance escalates. Harvesters were originally expected to start work last November but the task force is now talking about another three or four months of tests.

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## ANALYSIS: JAPAN'S FINANCIAL CRISIS

Like wayward samurai, seven Japanese *jusen* have fallen in financial battle. They lie buried under a pile of bad loans and broken promises

# Collapse that may force Japan to put its house in order

**A**t the end of a long career navigating the backwaters of Japan's financial markets, Mr Kōichirō Niwayama is enjoying a moment of rare notoriety.

Mr Niwayama, a frail but still combative 75, announced his resignation last week as a senior adviser to Nippon Housing Loan, the institution that formed the prototype for the *jusen* companies now at the centre of the most acrid political dispute in recent Japanese history.

In his 20 years as president of NHL, Mr Niwayama earned the sobriquet "Mr Jusen" in recognition of his pivotal role in the spectacular growth of the housing lenders.

Today he is more likely to be ranked high in the lists of those dubbed "Class A war criminals" by the popular Japanese press for his part in their equally spectacular collapse.

It is not difficult to see why. The statistics of the company's failure are eye-catching even by recent Japanese standards. Three-quarters of its loan book is now bad. In the past four years it has lost the equivalent of more than eight times shareholders' equity.

Its share price has declined from Y2,310 six years ago to Y40 (37 US cents) last week. And, as a final indignity to the long-suffering public, its liquidation is now to be smoothed by the donation of public funds.

But from his cramped office in the heart of Tokyo's government district, Mr Niwayama still looks out with disdain on those who seek to blame him or his colleagues for the debacle.

"Everyone is looking for someone to take responsibility for this crisis, but it is certainly not all our fault. The blame lies with the banks that created the companies and the government which created the financial conditions that led to our failure."

While there is more than a hint of self-serving defensiveness about Mr Niwayama, he is at least right to suggest that the responsibility for the *jusen* mess is spread far more widely than his enemies argue.

An examination of the history of Nippon Housing Loan reveals the extraordinary web of relationships between banks, bureaucrats, politicians and big business that brought about its failure.

Culpability for the *jusen* collapse lies, in fact, with almost everyone involved in the functioning, supervision and management of the Japanese financial system.

This year, Nippon Housing Loan's 25th anniversary, should have been an occasion for celebrations. 1971 was a watershed year in Japan's march back towards economic pre-eminence and national self-esteem. That summer festivities greeted the signing of the agreement with the US to hand back the island of Okinawa.

"We were told we had to expand our lending no matter what."



Japan's governing and opposition parties failed once again yesterday to break the parliamentary deadlock that has plunged the country into a deepening political and financial crisis. For more than two weeks, opposition members have physically blocked a debate on the nation's budget for the fiscal year beginning next month.

They are refusing to consider the budget bill until the government of Prime Minister Ryutaro Hashimoto agrees to remove a plan to spend Y685bn (\$6.47bn) on a bailout of the country's failed housing loan companies, the *jusen*.

The government's attempts to win parliamentary approval for the plan have provoked rare demonstrations of public outrage. Seven of the *jusen* are virtually bankrupt, buried under a pile of non-performing loans acquired in reckless property-related lending during the so-called bubble economy of the late 1980s, the period of rapid increases in land and other asset prices.

Opinion polls suggest that up to 90 per cent of voters are hostile to what they see as a waste of taxpayers' money on incompetent and venal bankers.

For its part, the government claims that defeat for the budget would provoke a genuine financial crisis.

At the weekend, the government enlisted the support of Mr Robert Rubin, the US treasury secretary, who urged the Japanese parliament to approve the scheme for the sake of international financial stability.

The longer the stalemate continues the more difficult the government's task becomes. It has threatened forcibly to eject the protesting opposition deputies, but it knows that such a move would provoke even stronger public hostility.

At the centre of the political tussle is the question of responsibility for the *jusen* fiasco - how these relatively small financial institutions were allowed to go to the point where they threaten to bring chaos to Japan's financial system.

The story of their demise encapsulates the frenzied rise and fall of the bubble economy. It is a story of the apothecary of so-called money politics - the web of financial relationships among bankers, politicians, and even organised crime that dominated business and political life in the 1980s.

an attractive candidate to lead the company. Unusually, he had held senior posts at both the finance ministry and the Bank of Japan.

That sort of record was likely to prove very useful in greasing the wheels of the Japanese bureaucratic machine whenever it threatened to burst over the property market.

Characteristically the solution to such a difficult balance sheet problem was found out in the fields. It is difficult to overstate the importance of a piece of land in the Japanese psyche.

The scarcity of habitable land has long given a plot of real estate an almost mystical significance. But in the 1980s, as prices rose, the palpable sense of growing well-being among landowners led to supreme over-confidence.

The Nippon formula proved successful enough to spawn a host of imitators, and by 1978 there were eight *jusen*. The value of their mortgage lending rose fivefold between 1975 and 1980, but within a few years the companies had become victims of their own success.

By the early 1980s the *jusen* were doing so well that their founder banks decided they wanted a part of the business.

The surging stock market was expanding their capital base, enabling them to increase lending and they moved quickly into the housing lenders' bread and butter market of home mortgage advances. In the process they began to force down interest rates and squeezed the *jusen* hard. Mr Niwayama recalls acrimonious disputes with the banks over the change.

"It was very damaging," he says. "Having set up the company, they then almost immediately took away our main line of business."

To survive, NHL's management was forced to look elsewhere. At the time, land prices were just starting their rapid upward progress that would lead to the bubble economy. The inflation was starting to attract the interest of property speculators.

For the *jusen*, the interest offered a perfect opportunity. Within the space of a few years, they all but abandoned their core business of individual mortgage lending and ventured out into the much riskier world of property speculation.

"We were told we had to expand our lending, no matter what. We would regularly lend over 100 per cent of collateral values. Land prices were rising by 30 per cent a



dozen of the *jusen*'s largest borrowers have yakuzza connections.

The scale of the mania for large scale property development was unprecedented. In 1980, 90 per cent of NHL's total loan book was made up of advances to individuals. By 1990 that figure had fallen to less than third. All the *jusen* were riding a wave of speculation, but no one at the time seemed prepared to consider that it would ultimately be answerable to the laws of gravity.

"We really thought Japan was fundamentally different," said a young manager. "It was a market that seemed bound to go on rising for ever."

The one group of individuals usually paid to point out the folly of such hubris are financial regulators. But at that time in Japan, their powers of appraisal also seemed to have deserted them.

The ministry of finance, the main regulator, failed to stop the *jusen* lending in such vast amounts, even after property prices began to fall in the early 1990s. Officials only attempted to clamp down on the lending long after it was too late.

One possible reason for their defiance was that many bureaucrats saw the *jusen* as a useful source of retirement income. In the 1970s and 1980s at least 18 senior officials of the finance ministry took up positions at one of the *jusen* after their retirement, through the familiar

process of "amakudari" - "descending from heaven".

It is a process that inevitably weakens the hands of the regulators. As one former bureaucrat puts it: "It is not very easy for a young finance ministry official to go and tell someone who used to be his boss how to run his business."

Another group who might have acted sooner but were too busy enjoying the ride themselves were politicians. But in the era of money

*jusen*-related companies. The most serious allegation concerns one of the party's most senior politicians, Mr Koichi Kato, the secretary general.

In a smart Tokyo hotel suite one night in January 1990, just as the *jusen* problems were beginning to emerge, the president of one of the largest borrowers, Kyowa Corporation, had a friendly meeting with Mr Kato.

What happened during the meeting is now hotly disputed, but an assistant to Mr Kato now says the Kyowa boss, Mr Goro Moriguchi, handed the politician a brown paper envelope containing Y10m in notes.

The money was intended for Mr Kato's campaign funds and should have been quickly declared for tax purposes. But Mr Kato, who later became the secretary general of the LDP and is now cabinet secretary, unaccountably failed to do so.

Mr Kato denies there was any wrongdoing, but says he cannot properly explain why he did not report the money.

A couple of years later Mr Moriguchi went to prison for bribing a leading government official over a construction contract. Mr Kato himself is now under investigation, though he continues to deny any wrongdoing.

What is clear is that, in keeping with the times, companies were busy buying influence. In the *jusen* case, they were especially keen on diverting attention away from their increasingly murky financial condition.

Unmolested by regulators and politicians, caught up in the frenzy of property speculation of the late 1980s, under continuing pressure to compete in increasingly tight markets, and knee-deep in loans to some dubious customers, NHL and its *jusen* were well on the way to financial ruin.

In the end higher interest rates and the stock market collapse of the early 1990s led to a fall in land prices which predictably, knocked down the whole house of cards.

The *jusen* quickly descended into financial chaos, with more than three-quarters of their Y13bn (\$12.28m) in total loans now non-performing.

The story of the brief rise and spectacular fall of NHL and its brother companies is a picturesque tale of incompetence, venality, greed and corruption. It is no surprise that the search is on for the culprits.

And everyone expected the ultimate responsibility to lie with the government. Whatever happened, the authorities would not be expected to abandon their charges.

This last point is the key to the Japanese

authorities that no bank would be allowed to fail.

That guarantee in turn has its roots in the purpose for which the financial system was constructed in its current form.

Banks were protected by the ministry of finance because they occupied a central role in the economy.

Capital for industrial investment was scarce and banks therefore operated largely as conduits of funds for industry.

They channelled low-cost loans to companies and in the process did not have to concern themselves especially with profitability or quality of performance.

The emphasis was on expansion all costs. In return for this supportive role in Japan's industrial operation, banks were underwritten by the finance ministry - this could not be permitted to fail.

In a system would have encouraged reckless lending at the best of times but, in the 1970s and 1980s just as the *jusen* were beginning to grow, the economic condition that underpinned the system changed.

With gradual deregulation and the opening up of the country's market, companies became less dependent on banks for their funding. They were forced to compete more for business - hence their own shift into housing loans and, eventually, the property market.

Yet, despite the changing needs of the economy, the financial system retained its essential characteristics: protected and closely guided by the finance ministry.

In other words, banks were encouraged to look elsewhere for their own benefits, backed by the coming guarantee of the authorities - the worst of both worlds.

The search for culprits in the *jusen* sagas in the broader financial imbroglio will go on. The government pledged to seek out and punish those held responsible for their own actions. Farm co-ops believed their lending would be protected by banks; the *jusen*'s borrowers believed the *jusen* would be responsible for any losses.

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awa to Japan after a quarter century of American occupation. The economy had just achieved its fifth consecutive year of double-digit percentage growth.

And the country was experiencing the first of many yen-dollar crises, when in August, the "Nixon shock" sent the yen soaring to Y314 against the US currency.

In September, in little more than a footnote to such drama, half a dozen of the country's largest banks launched a vehicle into which they poured much of their capital and a good deal of their future plans for expansion.

Japanese workers' living standards were rising sharply. The demand for better housing that went with the growing affluence caused a problem for the nation's big lenders.

Their loan books were already brimming with finance for the country's manufacturers, but they were anxious to cash in on the growing market.

The banks - led by Sanwa and Mitsui - hit upon a scheme for meeting the new demand. Pooling capital, they opened a specialised housing finance company - "Jutaku

Farmers, gangsters, politicians and the *jusen* themselves are all under fire

process of "amakudari" - "descending from heaven".

It is a process that inevitably weakens the hands of the regulators. As one former bureaucrat puts it: "It is not very easy for a young finance ministry official to go and tell someone who used to be his boss how to run his business."

This pervasive spirit of the times certainly appears to have prevented the *jusen* from making a thorough appraisal of some of the companies to which they were lending.

Another group who might have acted sooner but were too busy enjoying the ride themselves were politicians. But in the era of money

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The culprits have at last acknowledged that real change is necessary.

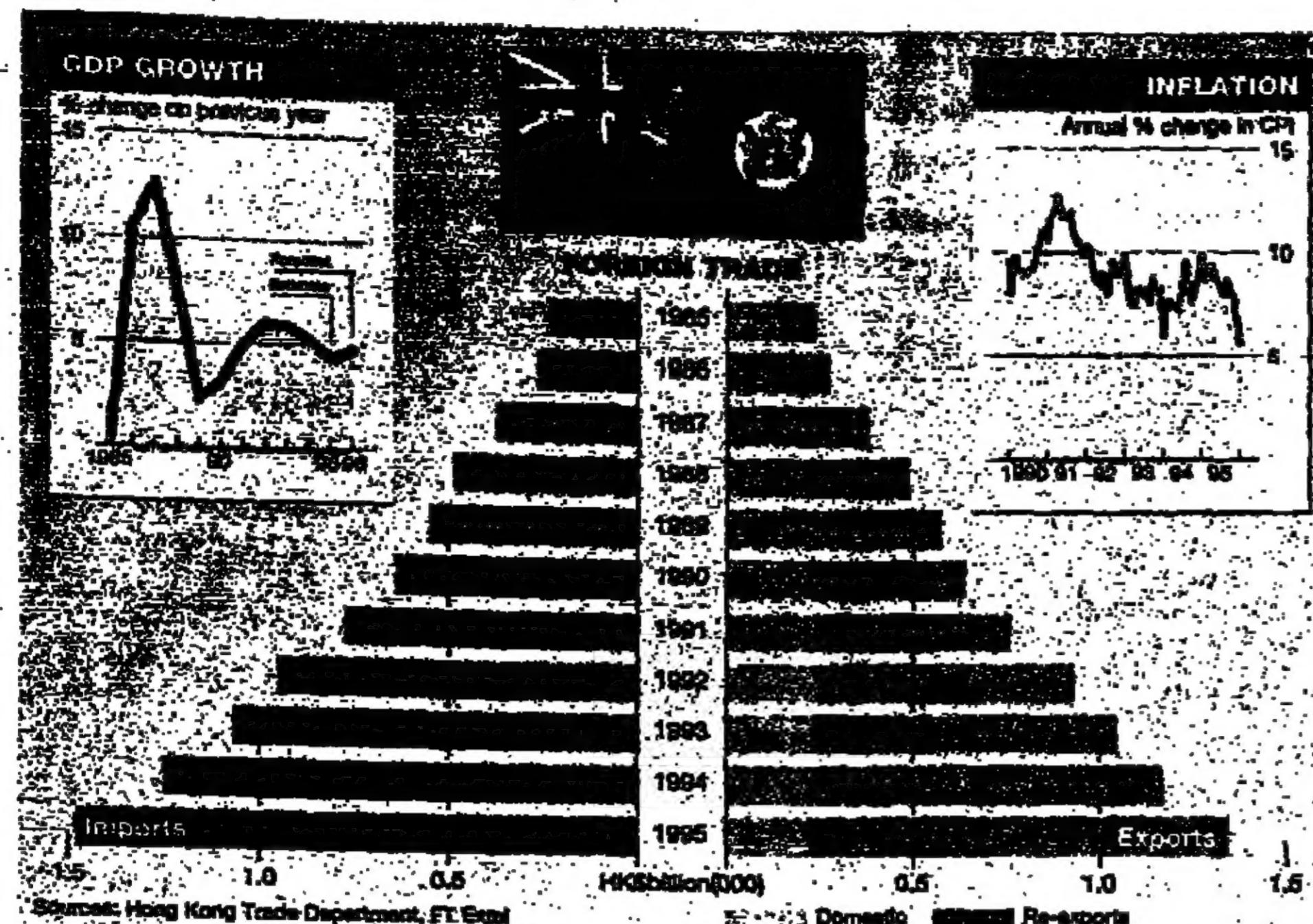
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# HONG KONG



## The battle for business as usual

Risks lie ahead and rivals are threatening its lead, but Hong Kong has the potential to develop its role as a trading and financial centre for China and the region, says John Riddington

**T**hese are testing times for Hong Kong. It will need its resilience and resources to hurdle next year's handover to Chinese sovereignty and secure for the long term its position as one of Asia's leading business centres.

Apart from the complexities surrounding the transfer from a capitalist to a communist landlord, potential hazards lurk in Beijing's bellicose stance towards Taiwan and its trade relations with Washington. Finance and industry are having to adapt strategies to manage the transition, while Singapore and other rivals are stepping up the competition for regional business.

Despite these challenges, the business community and most in the political establishment believe Hong Kong has the strengths to consolidate its markets and prospects. And for the

moment, there are clear signs that confidence remains intact. Hong Kong's biggest tycoons and trading empires - from Mr Li Ka-shing's Cheung Kong to Mr Lee Shau-ke's Henderson Land, Swire, and Jardines - are battling to be part of property and infrastructure projects. Last month's award of a HK\$47.7bn development contract to a Singapore-backed consortium demonstrated not just the connections of the overseas Chinese community but also provided a vote of support for Hong Kong's post-1997 prospects.

Port operators at Kwai Chung, the world's busiest container facility, predict robust growth on the back of rising trans-Pacific and regional trade. There, as at the new airport, bold infrastructure schemes are buttressing Hong Kong's role as a services hub.

Mr Donald Tsang, the financial secretary, has no qualms about the rise of services, arguing that it reflects a natural development of Hong Kong's comparative advantage. "The time has come to give the service sector the place it deserves in economic policy," he said in his maiden budget speech this month. The finance chief also predicted improved economic performance this year, with momentum gathering from the second half.

Revocation of China's most favoured trading nation status with the US would undermine this forecast, damaging Hong Kong's trade. So, too, would political jitters in the colony.

Beijing has signalled some awareness of this, adopting a more business-like approach to Hong Kong over the past year. Chinese leaders have stressed their commitment to the "one country, two systems" formula that underpins the transfer of sovereignty and pledged to uphold Hong Kong's autonomy.

A recent survey by Baptist University suggested some progress, with more respondents citing positive impression of Beijing.

There have also been advances on seemingly intractable problems, from an agreement on funding for the new airport to a political accord on a new container terminal. After their meeting in Bangkok last month, Mr John Major, the British prime minister, and Mr Li Peng, his Chinese counterpart, both spoke of improved bilateral ties.

But pitfalls remain. Beijing's tough stance towards Taipei has raised the possibility of miscalculation or confrontation. Either would hit hard in Hong Kong, which is closely watching the sabre-rattling between China and its island neighbour.

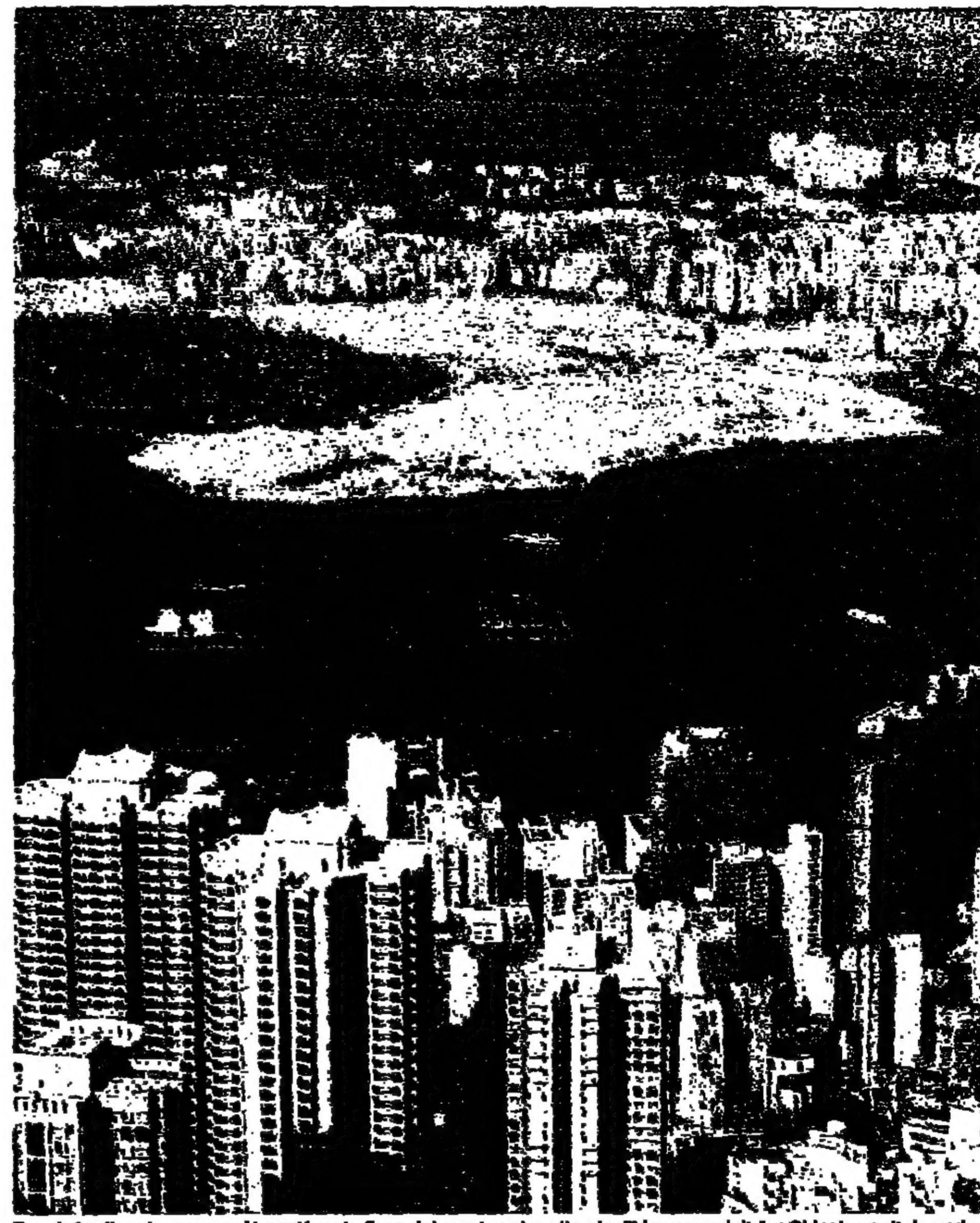
While overall bilateral relations with Britain have improved, areas of tension remain. In addition to specific disagreements, such as Beijing's pledge to dissolve Hong Kong's Legislative Council, elected last year under Governor Chris Patten's democratic reforms, there is broader friction over China's distinction between political and business issues.

"They are still taking a tough line on politics and control," says one British official. "The problem is that Hong Kong is a sophisticated information-based society. Tight control might work when you are making plastic flowers but not when you are providing the headquarters of Merrill Lynch."

Across the local political spectrum, from the Democratic party of Mr Martin Lee, which rode to victory in the Legco elections, to the Pro-Beijing groups, the key issue is Hong Kong's ability to retain autonomy in legal, social and economic issues after 1997. In this respect, there is also agreement that the next few months will be decisive.

The most important decision will be the choice of Hong Kong's first chief executive. A small group of frontrunners

Continued on page 8



Reach for the skyscrapers: Hong Kong's financial services heartland will be a conduit for China's capital needs

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## 2 HONG KONG

■ Economy: by John Riddings

## Muffled roar of maturity

After a lacklustre 1995, economic prospects are beginning to look brighter

Hong Kong's roar has been quieter of late. The double-digit growth rates of recent memory have been replaced by more sedate numbers as one of east Asia's first tigers has matured into a service-based economy.

This slowing has been engendered over the past year by a fall in the retail and property markets, the price of a speculative expansion in 1993 and 1994. "We have been having a tough time," says Mr Rodney Miles, chairman of the Retail Management Association.

But the gloom now seems to be lifting. In his maiden budget speech earlier this month, Mr Donald Tsang, the financial secretary, forecast an improved economic performance this year. GDP is expected to expand by 5 per cent, up from last year's 4.6 per cent growth, with momentum gathering from the second half.

More importantly, Hong Kong's longer term competitiveness – and its position as a regional hub for trade and financial services – has been strengthened by the fall in costs. Annualised inflation fell from 10.1 per cent in January 1995 to 6.6 per cent by the end of the year.

"It was essential that specu-

lation was cooled," says Mr Tsang. "Growth is better balanced, and the fundamentals are robust." Mrs Joanne Yim, manager of economic research at Hang Seng Bank concurs. "We have been undergoing short-term pain for long-term gain," she says.

Signs of revival are already apparent. The property market is picking itself up from the floor, while consumer spending appears to have bottomed out in the first half of the year. "The mood is turning," says one stockbroker. "Soon the bad news will be forgotten, although it has left a nasty taste."

It has also provided some potentially salutary lessons. The downturn highlighted the importance of sentiment in Hong Kong's economy, while the rise in the unemployment rate to 3.5 per cent – a 10-year high – prompted concerns about the economy's ability to absorb unskilled labour. At the same time, Hong Kong's continued expansion demonstrated the importance of its ties with the Pearl River delta, the economic region in southern China to which the colony is firmly bound.

Growth across the Hong Kong border has continued to provide one of the economy's main motors, contributing to a rise in exports of 14.9 per cent in 1995, with re-exports accounting for the bulk of shipments. Imports grew faster, prompting a visible trade deficit.

There are question marks hanging over economic prospects. Continued easing in interest rates has been thrown into doubt by the turmoil in the US bond market. Hong Kong would also suffer if the US were to revoke China's Most Favoured Nation trading status, a move that would slash exports and re-exports and possibly knock a couple of percentage points off GDP growth. In addition, structural shifts in Hong Kong's economy, notably the rise of services, have increased its dependence on the mainland and left it more vulnerable to mood swings.

For Mr Tsang, the rise in services, which now account for more than 70 per cent of Hong Kong's GDP, is no cause for concern. Rather, it is a natural progression that reflects Hong Kong's comparative advantages. "The time has come to give the services sector the place it deserves in our economic policies," he said in announcing his budget. The finance secretary then unveiled a set of proposals, from specific measures to boost the debt market to broader support for the colony's service industries.

The ascent of services, however, increases the importance of the mainland's economic performance. "If your role is to service a hinterland, then obviously you are in the hands of how that region performs," says the chief economist at one investment bank. Most are bullish about China's prospects. Although the economy has cooled, it is still expected to chalk up annual growth rates of about 10 per cent in the medium term. But there are some areas of concern. Dr Thomas Chan, head of the China Business Centre at Hong Kong Polytechnic University, sees obstacles to continued economic development in Guangdong, the province adjacent to Hong Kong that has propelled China's export growth. "Industry in the region has not increased its value added or sophistication and it faces growing competition from other provinces," he says.

Within Hong Kong, the rise of services has increased the importance of confidence at a time when the territory is preparing for the transfer of sover-

### Six signs of tightening bonds with China

● China is Hong Kong's largest trading partner. In the first eight months of 1995, two-way trade rose by 18 per cent to HK\$640bn. Eighty-eight per cent of goods re-exported through Hong Kong were destined for or originated from China.

● In the first eight months of 1995, 17.5m trips were made by Hong Kong residents to China, a 7 per cent increase.

● Hong Kong is China's most important source of external investment. By the end of June 1995, the cumulative value of realised direct investment from Hong Kong amounted to about US\$1.5bn – around 60 per cent of total foreign investment.

● Much of Hong Kong's investment has been in Guangdong province. At the beginning of 1995, the cumulative value of Hong Kong's realised direct investment in the province was estimated at US\$220m, accounting for more than 70 per cent of the total. More than 10,000 companies involving Hong Kong interests were registered in Guangdong.

● China, along with the UK, is the largest outside investor in Hong Kong. At the end of 1994, total direct investment from China was estimated at about US\$20bn.

● Financial transactions between Hong Kong and China have grown substantially. At the end of June 1995, external claims by Hong Kong's authorised institutions on China's banks and non-banking entities reached HK\$201bn and HK\$65bn respectively. Their corresponding external liabilities to banks in China amounted to HK\$237bn.

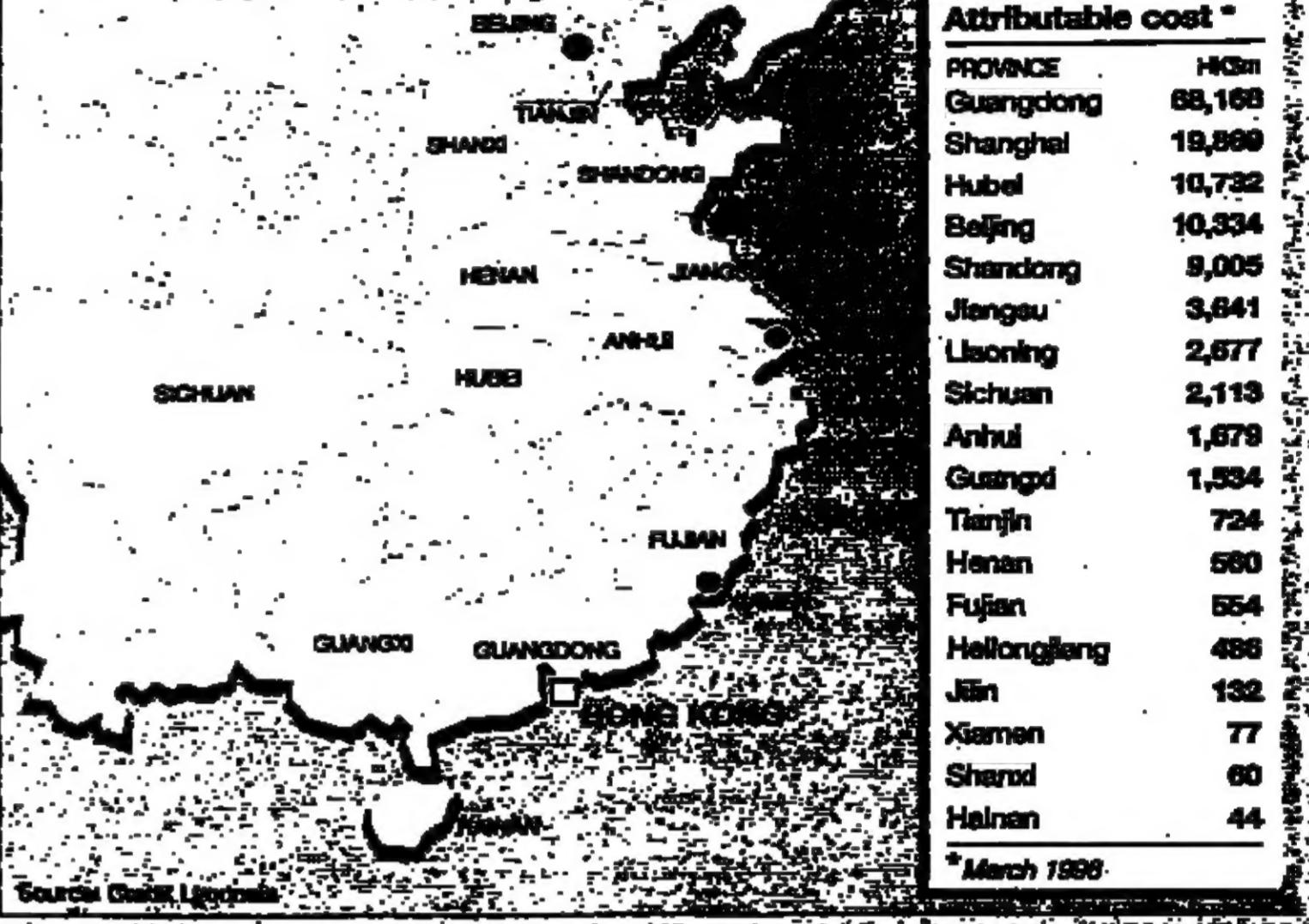
Source: Hong Kong government

### HK Investors: 1995 top ten

COMPANY	HK\$m
1 New World Development	24,962
2 Hopewell Holdings <sup>1</sup>	21,298
3 Henderson Land	19,751
4 Hutchison Whampoa	9,952
5 Corelco Power (CEPA) <sup>2</sup>	8,767
6 China Light	7,700
7 New World Infrastructure	7,570
8 Hang Lung Development	4,912
9 Sun Hung Kai Properties	3,822
10 City Pacific	3,714

<sup>1</sup> Spin-off from Hopewell in 1993

<sup>2</sup> Spin-off from New World Development in 1993



interests. We are not talking about a monolithic country." To illustrate the point, he cites the attempt by CNAIC, the subsidiary of the Civil Aviation Authority of China, to establish a Hong Kong-based airline – a move that poses a threat to Cathay Pacific, the colony's de facto flag carrier.

Despite such concerns, most observers in the business and political community play down the risks relating to 1997. "In spite of the difficulties we have had, on the business side

China has accepted our way of doing things," says Mr Rafael Hui, the government secretary for financial services.

"There may be some bumps along the way, but the general view is that the transition will be successful," says Mr Edward Young, managing director in Asia Pacific for Moody's, the credit rating agency. Another executive puts it bluntly: "China knows it could kill the golden goose if it blunders in. It also knows it would be crazy to do that."

### ■ Trade: by Louise Lucas

## A deficit, but no decline

Last year's balance of payments figures exposed the territory's more fragile side

Hong Kong was colonised for its port, the nucleus of trade, and a century and a half later it is still high-stacked vessels bearing goods that drive the economy.

There have, of course, been changes in the interim, the most recent of which has been the metamorphosis of a manufacturing-led economy into one characterised by services following the re-opening of China in 1978. Re-exports, goods en route from China and elsewhere docking at Hong Kong for either high-end embellishments and/or services such as insurance and freight forwarding, now account for some 80 per cent of total exports.

Yet, despite the colony's reputation as a trading heartland, its imports and exports balance is less than healthy. While the growth in exports is still a robust 14.9 per cent, Hong Kong last year posted one of its biggest trade deficits, sparking concerns in some quarters of a prolonged slowdown in the economy.

According to provisional government figures, the trade deficit last year stood at HK\$15.8bn, almost double the previous year's HK\$8.7bn. Private sector estimates suggest the deficit will not be wiped out by a compensatory surplus in services; instead, an overall deficit of some HK\$22.5bn is forecast, or just under 20 per cent of the economy, according to the head of strategy at Crosby Securities, Mr Ray Farris.

Mr Miller is perhaps entitled to his hyperbole. Since 1988, year-on-year export growth has averaged 20 per cent with China and the US consuming the lion's share respectively of HK\$44.7bn and HK\$29.3bn last year.

Re-exports are the real engine of this, accounting for some four times the value of domestic exports. This, notes Mr Miller, again emphasises Hong Kong's role as a trading hub. "Singapore's figures are similar. That reflects the way modern communications are working – people find it convenient to run their distribution using all the latest tracking systems and Hong Kong and Singapore are the region's biggest and most efficient hubs."

"With re-exports what matters is volumes and the added value we put in the services. We have a natural role, comparable with Amsterdam in Europe or New York in the US as a point of exit and entry for a huge hinterland and we make money out of that."

The biggest user – and, as it cuts both ways, market – is China. The country lacks a port with the capacity to receive the likes of grain and fuel. According to Mr Miller, this means not only that some 70 per cent of its exports go via

some 28 per cent of Hong Kong's volume.) While China is Hong Kong's natural focus, the colony is very much involved in the international arena, standing up staunchly for free trade – it is the "purest defender in the faith of the multilateral system (now WTO)", says Mr Miller – and attempting to reverse international sanctions on China, to which Hong Kong is always vulnerable.

Mr Miller says: "We have always made the point – and we are not apologists for China – that encouraging trade and investment is going to be a stronger force for economic improvement and social improvement than denying them."

Who could be more concerned about human rights than the average person in Hong Kong? But the point made here by business and others is that the linkage is not a helpful one; that it would hurt those on whom the process of reform actually relies."

As the world's eighth biggest trading economy, Hong Kong is afforded a fair voice in the World Trade Organisation and, more tellingly, has taken a pivotal role in the Asia Pacific Economic Co-operation (APEC), the grouping of countries that spans much of the non-European world. It is also attempting to build its own free trade region, which would be open to all countries, provided they played by the same rules.

While current account deficits may be a thing of the past, this year will not be plain sailing. Tension across the Taiwan straits and a US that is in election year and ever concerned with human rights abuses in China, does not augur well. Says Mr Miller: "This has always been a somewhat vulnerable place, and it will be a difficult year from that point of view."



Terminal progress: the world's biggest container port is expanding

Hong Kong but also some 50 per cent of its imports. Equally ebullient about the future outlook for trade is Mr Victor Fung who, in his capacity as chairman both of his family's trading business and the colony's Trade Development Council, is well-versed and inclined to optimism.

"Hong Kong is already the world's biggest container port and second largest air cargo centre, and that's going to be the thing that cements our position as we go into '97 and beyond," he says.

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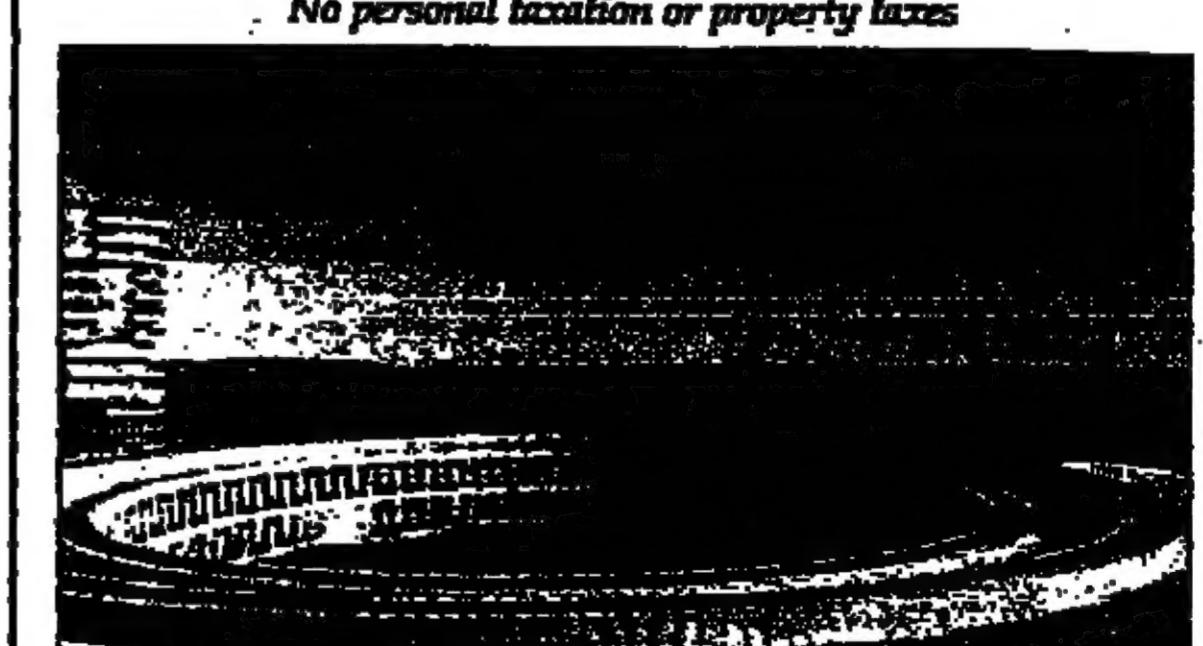
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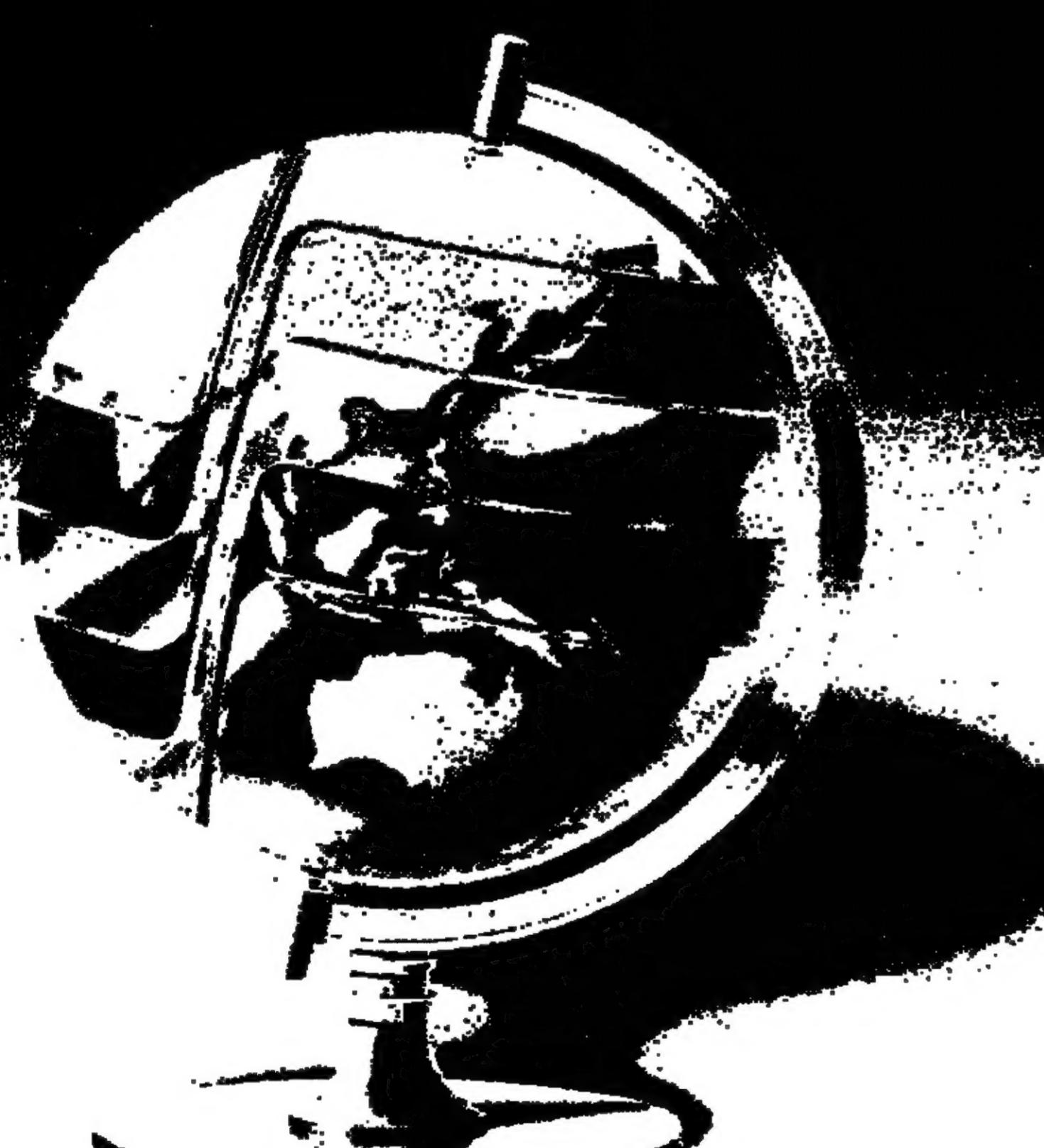
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In tougher times: Chris Patten and Legco's president, Andrew Wong

■ Politics: by John Riddick

## Enter the age of contention

Increased political activity poses a threat for Hong Kong's present and future government

Democratic shoots have pushed through the surface of Hong Kong's long-barren political landscape.

Prompted by the political reforms of the governor, Mr Chris Patten, democratic candidates scored a surprising victory in last year's elections for the colony's Legislative Council (Legco). Capitalising on concerns about the transfer to Chinese sovereignty and on local social issues, they have added a further complication to the handover in 1997 and beyond.

Beijing has pledged to push through its own political agenda, promising to dissolve the new Legco, which has provided a platform for some of China's staunchest opponents. But this stance has itself kept politics in the spotlight, focusing attention on the credibility of the institutions that Beijing is backing for its new Special Administrative Region (SAR).

"We have to remove anxieties about the political structures that will be put in place," says one of the 150 members of the Preparatory Committee, the Beijing-appointed body that will oversee the transition. "It is a question of ensuring that can be done about sovereignty," says one sociologist at a Hong Kong university.

This does not mean that they are turning their backs on politics, he says, but that they are giving more emphasis to day-to-day concerns, from wages, to redundancy conditions and unemployment.

"People in Hong Kong have become more politicised in the sense that they want to express themselves on social and economic issues," says Mr Allen Lee, leader of the centre-right Liberal party. "That is one reason why political development will continue."

How it does so, of course, is the key question. Legco continues to provide the forum for immediate political issues, such as the establishment of pension funds, welfare concerns, and this month's budget. But much of the action is now happening elsewhere. The Preparatory Committee is laying the foundations for an electoral college of 400 Hong Kong people to select the first chief executive of the Special Administrative Region (SAR) of Hong Kong.

While the bustle around the new institutions suggests Beijing is getting down to business, it has failed to remove concerns. The Preparatory Committee is dominated by business interests and does not include any members of the Democratic Party, weakening Beijing's claim that Hong Kong will be governed by its own people.

Mr Patten warns of the potential risks in excluding the Democrats from the new institutions of the SAR. "How can you justify trying to lock out those who, according to the polls, represent 60-70 per cent of the people of Hong Kong?" he asks.

Much will also depend on the choice of chief executive. Several names have emerged to form a small group of front-runners, including Mr Tung Chee-hwa, a shipping tycoon, and Mrs Anson Chan, the current head of the civil service. Other names touted include Mr Lo Tak-Shing, a former member of the colony's executive council, Mr Leung Chun-Ying, a businessman, and Mr S. Y. Chung, a former member of both Legco and the executive council.

A decision on the new chief executive is due by the autumn, but whoever takes the helm is likely to face a tough challenge. They will need to stand up to any interference from the mainland and ensure the smooth running of an administration, which, by dint of Hong Kong's economic importance, may well prove a focus of factional struggle. The task will be complicated by the local community's newly stirred political aspirations, and by the need to maintain the morale and efficiency of the civil service.

"If politics haven't been much of an issue here before, it is partly because the Hong Kong system has worked pretty well," says one diplomat. "If it starts to break down, or people feel their freedom and economic aspirations are threatened, then politics could matter a lot more."

### Composition of Legco by party

February 1996	
Democratic party	19 members
Independents	16 members
Liberal party	8 members
DAB	6 members
ADPL	4 members
No indication	2 members
Others	5 members
Total 60 members	

DAB - Democratic Alliance for the Betterment of Hong Kong  
ADPL - Association for Democracy and People's Livelihood

■ Sino-British relations: by John Riddick

## Pragmatism prompts a delicate detente

Despite improved relations between China and the UK, the political situation remains complex.

The storms over Hong Kong have abated in recent months. Both Beijing and London officials talk guardedly of a more business-like approach from their opposite numbers and of an easing of the tensions that have dogged the final phase of British sovereignty.

But despite the warming of relations since mid-1995, the run-up to next year's transfer of sovereignty is riddled with risks. Differences, disagreements and latent disputes are still to be found in bilateral ties and could disrupt the smooth handover sought by both sides. "Better but brittle" is one UK diplomat's assessment of dealings with China. "This will be a difficult year; there are no illusions about that."

It was a series of top-level meetings that gave the impression of a new accord. At the end of last month, Mr John Major, the British prime minister, and Mr Li Peng, the Chinese premier, both spoke of easier relations after their meeting in Bangkok. Before that, the improvement had taken Mr Malcolm Rifkind, the foreign secretary, to Beijing and Mr Qian Qichen, his counterpart, to London.

More positive ties are also apparent from progress on once intractable disputes, such as the financing for the new airport in Hong Kong, and from

an understanding on CTS, the new container terminal that is designed to consolidate Hong Kong's position as the world's busiest port.

Other advances include an agreement on the issuing of passports for the new Special Administrative Region (SAR), as Hong Kong will be known after the transfer.

The Sino-British Joint Liaison Group has also made headway: its 35th meeting last month brought China's agreement on Hong Kong's continued participation in more than 200 international treaties, from aviation to shipping, and progress in talks on the thorny issue of adapting laws to straddle the change in sovereignty.

But if the signs of improvement are clear, so are the motives behind them. China is aware that time is ticking away before it regains control of Hong Kong and that it needs to secure an orderly transfer. Its relations with the US have taken a tumble over trade and, more recently, Taiwan. "They can't take on the world at once," says one western diplomat, referring to the incentive to improve ties with the UK.

That the Taiwan issue looms large in Beijing's thinking, and that it represents a strategic consideration in policy towards Hong Kong, is clear from the leadership's recent statements. "The return of Hong Kong to the motherland is the first station in our Long March," the Chinese president, Mr Jiang Zemin, told the January inauguration of the preparatory committee, the body that will oversee the reimposition of Chinese sovereignty.

eighty. "After that there is Macau and finally Taiwan."

For Britain, the motivation for a smooth transfer is the same as it has ever been. "They have to make the best of an essentially unsavoury task," says a political analyst at Hong Kong university. "They want to leave with dignity. A lot of attention will be focused on the handover, so how Britain leaves has important domestic

and international implications."

In commercial terms, Britain cannot afford to alienate itself from China's rapidly developing economy. A 250-member trade mission is scheduled to visit China in May, just one mark of the importance attached to economic ties. Although the Hong Kong governor, Mr Chris Patten, argues that trade flows have not been damaged by diplomatic wrangling in the past, specific projects, such as the

new container port, have been affected.

More broadly, business is keen to put 1997 behind it. "Once the Hong Kong issue is out of our hair then life will become a lot more straightforward," says the managing director of one UK industrial group with investments in southern China.

There are also problems with specific commercial cases. Despite progress on several fronts, Mr Hugh Davies, Britain's senior representative on the Sino-British Joint Liaison Group, expresses frustration about China's refusal to approve the award of six new mobile telecoms licences.

The handover ceremony itself provides plenty of potential for pitfalls. Britain is seeking a suitable - grand but not ostentatious - farewell on the 30th. China prefers to pencil in the following day for the significant ceremony. "This is going to be one of the biggest and most complex tests of protocol," says one British official. "I would take a royal wedding any day."

For him, as for other observers, part of the problem in bilateral ties has always been a gap in comprehension and occasional suspicions of each other's intent. "The legacy of wrangles over the past few years has had an effect. But the difficulties go deeper. Our political cultures are different, so we are always having to overcome a hurdle of understanding, which is very time consuming."

The problem both sides face is that there is not much time left on the clock.



China's president, Jiang Zemin: his 'Long March' leads to Taiwan

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## 4 HONG KONG

■ Manufacturing by Louise Lucas

## Smaller, but perfectly formed

Although the industrial sector has contracted, its technological advantages remain

Hong Kong's proud shift from Asian sweatshop to sophisticated service centre would appear to be less than fully appreciated by the foreign investors who continue to spend billions of dollars in the shrinking manufacturing sector.

In 1994, the latest year for which data are available, the colony's manufacturing industries attracted HK\$43.97bn in external investment, 8 per cent up on the previous year and some four times the figure in 1984. Japan leads the pack, accounting for a third of all external investment in manufacturing, but even China - Hong Kong's factory floor, as popular wisdom would have it - spent \$4.2m, mainly in tobacco, transport equipment and electronics.

Bigger spending has less to do with spiralling overheads than building bigger stocks of fixed assets. That foreign investors continue to upgrade and expand their manufacturing plants in a place where rent and wage inflation make a mockery of the "cheap labour" concept is testimony to Hong Kong's good infrastructure and highly skilled workforce.

It also reflects the fact that the colony has changed its role in manufacturing. Mr Victor

Fung, chairman of the Trade Development Council, explains: "As we integrate with the southern part of China we are retaining front and back end manufacturing processes in Hong Kong and just moving the labour intensive middle portion, keeping the design, marketing, engineering and financial side [banking, distribution, finance]."

His words are echoed by Mr Tony Miller, director-general of the government trade department: "From 1983-1993 our manufacturing workforce halved but the value of our manufacturing exports went up by 83 per cent. What changed was the composition

of the industry and the scale of our investment in offshore manufacturing."

Moreover, manufacturing bosses contest that following Hong Kong companies over the border to southern China does not necessarily save dollars.

Allow for a higher level of rejects and repairs, add transportation costs to the big export markets, and the savings - especially in the electronics sector - become less impressive, they say.

Clearly this does not hold true for all goods. Companies in the textiles industry, once a mainstay of Hong Kong's manufacturing-oriented economy, have mostly migrated south.

One of the last local businesses to stick was Winsor, which shut down factories and moved 600 staff last May, before heading to cheaper pastures.

Once protected by rules of origin that stipulated quota guarantees, textiles now face fierce competition from the likes of India and Pakistan.

Countries no longer take their full quotas. Europe, for example, took less than 60 per cent of its allowance in 1994 and, says Mr Miller, that figure will probably fall to 55 per cent for last year. Although quota use has not declined so rapidly in the US, where profit margins are slightly higher, it fell to 95 per cent in 1994 and is calcu-

lated to have slipped to 90 per cent last year.

For the few remaining textile manufacturers, China remains a tempting option. Only last month, Fountain Set, a manufacturer of knitted fabric, spoke about the possibility of relocating its 600-worker fabric printing plant to China to cut labour costs.

By contrast, Hong Kong still has the edge in the manufacture of products as diverse as air fresheners, cigarettes and semiconductors. In the chemicals and foods industries, where quality is of paramount importance and precision technology essential, the territory is still the preferred location

to expand production, while 50 per cent planned to maintain a status quo. Last year, by contrast, 18.5 per cent were looking to phase out part or all of production, and 20.6 per cent to set up additional plants in China.

The need to stay competitive

is what drives manufacturers across the border: discounted land and labour costs widen profit margins. Borthwick's Flavours and Fragrances (Asia), a British venture serving the food and air freshener industries based in Yau Tong in the New Territories, is a case in point. Last year, the company, which exports some 80 per cent of its output, swore by Hong Kong for its technical know-how and support. It believed Hong Kong offered the best technology in the region and last year proposed expanding its total investment in the colony, in keeping with an annual growth in sales of 20 per cent.

Now, however, sales are no longer forecast to increase so rapidly and Borthwick's says it cannot hold off migration north.

As before, those most interested in maintaining a manufacturing base in Hong Kong are those making higher-end goods.

Giants such as America's Motorola Semiconductors, which employs more than 3,000 people at its manufacturing sites in Tai Po Industrial Estate (dubbed "Silicon Harbour Centre") and Kwai Fung, are increasing their investment in Hong Kong manufacturing.

Clearly, the colony's professional, technical and language skills as well as its infrastructure support, especially in telecommunications and computers, are still a powerful attraction.

## PROFILE Egana, watch maker

## The wrong time to relocate

Egana of Switzerland (Far East), a watchmaker, reckons it could cut its manufacturing costs by as much as two-thirds simply by shifting operations across the border. This would not be a huge logistical task in itself - Egana already has production lines in Shenzhen where 150 workers produce mass-market watches for the likes of Esprit and Stefanel - but indirect costs such as transport and repairs would quickly whittle away the savings and work

watches, as for makers of perishable goods.

For Egana, the manufacturing arm of Egana International - a watch distributor listed on the Hong Kong stock exchange, whose designer-label watches can cost up to US\$10,000 - highly sophisticated technical skills are a must. Hong Kong provides those skills; equally important, it provides the mentality that appreciates the link between high price tags and quality of product.

Upmarket items need to be expertly handled, and because of this, Mr Lee does not see the Lai Chi Kok factory being closed down in the near future.

Volumes have been rising steadily since the company first opened 17 years ago. It produces up to 1m watches each year; its turnover in 1994 hit HK\$1.1m.

Manufacturing is done mainly for export markets, principally Europe and Japan. This provides a further reason for keeping the Hong Kong operation for the time being: although watches are relatively easy to transport,

Chinese importing systems and customs services have the potential to wreck the flows of trade.

Until China's trade infrastructure can match Hong Kong's, Mr Lee says there would be "no point" in closing the Hong Kong factory. "Sometimes customs can cause unnecessary hindrance in China. At the moment it's smooth, but this could all change if we started putting through larger quantities," he continues.

"The problem is in introducing cross-border activities. Everything is in-house in Hong Kong, and

Hong Kong has the easiest structure for exporting infrastructure."

To pave the way for Egana's expansion plans and to penetrate the US market further, Egana late last year bought a 30 per cent stake in Peace Mark, a Hong Kong listed company whose watch manufacturing and product development is based in Tsuen Wan in the New Territories. Mr Lee reckons the acquisition will enable Egana to increase its annual output of watches from 1m to 11m pieces, with the primary contribution coming from the Hong Kong operations.

## ■ Broadcasting by Louise Lucas

## The new-media minefield

The explosion of competition has led the terrestrials to lobby for regulatory reform

Broadcasting in Hong Kong, as in many places in the world, offers a fine example of the failure of regulation to keep pace with technology.

What makes Hong Kong different is the fact that its new master, China, has an aversion towards freely distributed information and is more likely to tighten than relax rules.

The finer points of political philosophy, however, are not the immediate concern of Hong Kong's broadcasters. What they feel threatened by is competition; the colony's two terrestrial stations, Television Broadcasts (TVB) (in which Pearson has a 10 per cent stake) and Asia Television (ATV) now fight for viewers and advertisers with a raft of home-made and imported programmes that has descended on Hong Kong courtesy of satellite and cable.

Again mirroring the experience of other countries, telecoms companies are also getting in on the act. Hongkong

Telecom, majority owned by the UK's Cable and Wireless and holder of the erstwhile monopoly on domestic calls, will next year unveil its pioneering video-on-demand service. Wharf Cable, which holds the exclusive pay TV franchise and is reckoned to have some 170,000 subscribers, is piggy-backing on its fibre optic sheaths and ducts to run both TV services and fixed line telephone services.

The onslaught of competition in a 6m strong population (1.88m households) has not been without commercial rancour, exacerbated by the lack of regulations. Earlier this year, the government received plans to address a number of complaints in the broadcast bill, an omnibus piece of legislation covering broadcasting provisions of the television and telecoms laws.

The bill would also have addressed the issue of cross-media ownership, and would have set the ground rules upon which Hong Kong could lay claim to be the region's hub for satellite.

The delay to legislation is being exploited by Singapore, which is hoping to attract the big-spending companies.

One issue of ownership

would have been especially pertinent to Star TV, the Hong Kong based satellite broadcaster owned by Mr Rupert Murdoch. Last year Mr Murdoch bought up the balance of Star TV from the family of Mr Li Ka-shing: the uplink licence, however, is still controlled by the Li family, in order to meet Hong Kong regulations.

However, a more immediate fight, between Wharf Cable and Hongkong Telecom, with the former arguing that the latter's video-on-demand service infringes on its own exclusive franchise, is to be addressed as a priority. This is as much a matter of necessity as anything else: a judicial hearing on the subject took place last month, instigated by Wharf because Hongkong Telecom then had plans to unroll its video-on-demand service in July. (Somewhat ironically, Hongkong Telecom has since announced its decision to postpone the service until mid-1997, citing improving technology and its desire to include an Internet service.)

The cost of this burden is 10 per cent of advertising revenues paid in royalties to the government - the pay-off for a quasi-monopoly. For TVB, by far the bigger of the two, the bill last year was HK\$220m. The terrestrial argue that this is excessive measured against levies on utilities.

Indeed, the outlook for TVB and ATV appears gloomy. With competition snapping at the home market, the logical move is to look at expansion overseas and partnership deals.

These, however, are no guarantee of exclusivity. TVB, for example, boasts an extensive library of Chinese language programming and scored a massive success with "Judge Pao", a Taiwanese costume drama set in the Song Dynasty. It ran into trouble, however, when ATV began airing the same show.

In building future plans, TVB has not neglected to learn from the mistakes of its bigger-spending competitors, such as Star TV's early mis-conceived notion of English language programming for a pan-Asian market.

The competitors were expec-

ted to tackle HKT's on niche services such as voice mail, leased lines and data services. However, they have got round HKT's international monopoly by linking up with international call-back service providers. This is not particularly profitable, and does not hurt HKT, which receives a handling fee for incoming calls that more or less neutralises any impact on profits. But it is a low cost means for competitors to attract fixed-line customers to whom they can then offer other services.

HKT is having to reshape itself to face up to the prospect

of full-blooded competition in 2006. Mr Linus Cheung, HKT's chief executive, admits that the company has been held back by a monopolistic culture.

"We have suffered from high overheads and overstaffing," he says.

Having laid off 18,000 staff in early 1991, HKT is now pursuing a programme of rapid downsizing. Staff numbers will fall by 2,500 over the next three years from the current level of 15,200.

Mr Cheung argues that HKT has been over-reliant on international revenues. "We plan to reduce that reliance from 60 per cent to 30-35 per cent over the next five years," he says. The group is considering further expansion of its mobile business and looking at areas such as multimedia (including video-on-demand services), the Internet, property development and overseas investment.

Mr Andrew Harrington, director of Salomon Brothers Hong Kong, predicts that HKT will have lost HK\$1.5bn of revenues by the year to March 1998 as a result of the onslaught of competition. But the impact of cost-cutting and

new services should still ensure steady profits growth.

Competition has had even more sweeping effects on the mobile telephone operators. Hong Kong already has as many mobile telephone operators as the UK, but the government plans to award new licences for personal communications services networks.

The subject, however, is politically sensitive. Bidders have been lobbying hard in Beijing, trying to put pressure on the government to issue just three licences, instead of the six that were proposed by the Office of the Telecommunications Authority (Ofta).

The market, however, could probably support six new entrants. The fact that only 11 per cent of the Hong Kong population owns a mobile phone, compared with 30 per cent in mature markets, suggests substantial potential for growth.

As one analyst says: "If Beijing intervenes to protect vested corporate interests at the expense of the consumer, it will carry alarming implications for Hong Kong's position as a competitive business centre."



Ringing the changes: the mobile market will get more competitive

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FINANCIAL TIMES

## COMPANIES &amp; MARKETS

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Tuesday March 19 1996

YOUNG WORKING TOWN SEEKS LIVELY INTELLIGENT COMPANY.

For full details including photos phone 01952 293362

Telford.

## IN BRIEF

## Saks prospectus reveals losses

Saks Fifth Avenue is one of the most powerful names in US retailing. But a prospectus for the shares offered by Saks Holdings, the department store chain's parent, shows this has not prevented it ratcheting up losses of \$600m over the past five years. Page 20

**Strong growth at Tele Danmark**  
Tele Danmark, the partly-privatised telecommunications group, was lifted by strong growth in net financial income as profits rose 38 per cent to Dkr3.4bn (\$612m) last year. Page 18

**Deposit claim hits ITC shares**  
Shares in ITC, India's biggest tobacco group, slumped 7 per cent on news that it would have to pay an advance deposit of Rs3.5m (\$102m) if it wished to pursue an appeal against an Rs60m fine for alleged tax evasion. Page 21

**Irish group to \$800m US expansion**  
Elan, the Irish pharmaceuticals company, is to pay more than \$800m for Athena Neurosciences, a California biotechnology company. Page 23

**Personne pleases Stockholm bourse**  
The Stockholm bourse jumped 1.8 per cent on the view that Mr Goran Persson, to be sworn in as prime minister on Thursday, would not deviate from the hard fiscal line that he initiated as finance minister. Page 36

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## Chief price changes yesterday

	PRAGUE (cont)		
Actions	105 + 47	Euro STOXX	537 + 30
Heinkel Zem	975 + 30	SGS-Thomson	1624 + 164
Holmes	928 + 11	Tele	21
MTA	488 + 10	Club Med	470 - 14
Zedex Prague	95 - 5	Technip	440 - 21
STOXX	2594 + 264	CSK	2650 + 130
MSBC Sec	4114 + 214	Corus	2720 + 170
Polaco	1814 - 26	Furukawa Elec	571 + 34
Pragel	1514 - 124	Polaco	567 - 28
Pragel Cos	14 - 12	Horizon	505 - 23
AR Motec	215 - 176	Tele	513 - 37
LOVROZ (Prague)		Skoda Auto	513 - 37
Prague	115 + 10	Ches Amex	135 + 0.2
Braden Int	228 - 20	Domestic Corp	8.2 + 0.2
Meropex Int	254 + 17	West Elec	8.1 + 0.35
IPS	128 + 13	LCI Bank	11.7 + 0.6
Unilac	885 - 173	Polaco	12 - 0.8
Richard	282 - 12	Petropar Int'l	12 - 0.8
TORONTO (cont)		Santander HK	4.05 - 0.25
Prague	109 + 1	MAPFRE (Barcelona)	10.25 - 2
Arthur Jones	1544 + 176	Prague	10.25 - 2
Intercon Com	18 + 1	Forrest	20.75 - 2
Devon	104 + 1	Thai Packaging	10 - 2
El Fox Logic	15 - 1		
Georgescu Res B	15 - 1		
Tek Sun Pak	124 - 14		
PARIS (cont)			
Prague	584 + 12		

New York and Toronto prices at 12.30.

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Tuesday March 19 1996

MCI price move intensifies Internet wars

By Alan Cane in London

Moves by the world's leading telecommunications operators to take control of access to the Internet, the global network of computer networks, are accelerating.

Yesterday MCI, the second-largest US long-distance operator, announced improvements to its Internet network, the world's most extensive, and prices to challenge those revealed last month by AT&T when it entered the Internet access market in February causing alarm

among service providers.

Mr Vint Cerf, an MCI senior vice-president and a founder of the Internet, said: "MCI's pioneering efforts in the Internet market have resulted in a \$100m business that we expect to grow to a \$200m business by 2000."

It said it would offer its long-distance customers five free hours of Internet access a month and unlimited access for \$19.95 a month. This is similar to what AT&T offered by MCI took responsibility for running and maintaining the physical infrastructure of the Internet in the US after the government withdrew funding on the grounds that pump-priming was no longer necessary.

MCI intends to upgrade its backbone network, the high-speed information superhighway along which Internet data travels, by mid-April, raising the speed of the network from 45m data bits a second to 150m data bits a second.

Mr Cerf said: "The explosive growth of the Internet has led to rush hour traffic conditions for many users. MCI's network expansion is the equivalent of opening a new high-speed interstate highway for MCI's Internet users."

The MCI initiative is the first direct challenge to AT&T's move, which resulted in 212,000 customers signing up by the time the service went live on March 14. MCI said it would expand its local dial-up Internet service to 250 US cities by the end of the year. It said it would offer its customers a high-speed ISDN Internet access service by May.

Analysts expect the chief victims of the Internet wars to be

the smaller service providers, companies which charge residential and business customers fees for Internet connection and online information services.

The moves by AT&T and MCI and British Telecommunications in the UK, which is offering a more expensive access service than its US counterparts to residential customers, are seen as an attempt to exert some control over a phenomenon which threatens to change the economics of the telecoms business.

## Strong D-Mark blamed for 13% fall at Schering

By Judy Dempsey in Berlin

Schering, the German pharmaceuticals group, yesterday announced a 13 per cent fall in profits for 1995, caused largely by the strong D-Mark and growing competition, particularly from Japan.

The US market accounted for 18 per cent of its sales, rising from DM285m in 1994 to DM246m (\$167.5m) last year, while sales declined 1 per cent from DM4.69bn to DM4.54bn over the same period.

However, Mr Giuseppe Vita, chairman, said he expected profits to surge 18 per cent this year on a sales increase of 9 per cent. This was in spite of the introduction of a higher tax rate in Germany. Yesterday the shares were up 5 per cent, from DM1.15m to DM1.30m.

Growing competition from Japan was also responsible for the first two months of this year had risen 6.5 per cent. The launch in Europe of Betalferm, Schering's multiple sclerosis drug which is already available in the US, and the promotion of Ultravist, its contrast media or X-ray product, would boost revenues.

Analysts said forecasts for this year were optimistic. "Schering has been over-optimistic in the past," said Ms Jo Walton, analyst at Lehman Brothers.

"Its multiple sclerosis drug will for the first time this year face competition in the US. That could negate some of the growth expected from Europe," she added.

Schering was particularly vulnerable to last year's sharp currency fluctuations, as exports account for 28 per cent of total sales. Mr Klaus Pohle, chief financial officer, said the currency turbulence cost Schering more than DM400m in revenue.

The US market accounted for 18 per cent of its sales, rising from DM34m, or 4 per cent, in 1994 to DM82m in 1995. Sales in Europe rose 1 per cent, from DM2.2bn to DM2.0bn.

Growing competition from Japan was also responsible for the first two months of this year had risen 6.5 per cent. The launch in Europe of Betalferm, Schering's multiple sclerosis drug which is already available in the US, and the promotion of Ultravist, its contrast media or X-ray product, would boost revenues.

In Agrevo, the joint venture agrochemicals group with Hoechst, Mr Pohle said Schering would seek a reduction of DM300m in costs over the next three years. Sales in Agrevo last year rose 1 per cent to DM3.35bn.

Mr Pohle said: "We are going to stay for a further year or 18 months to help Mr Simpson settle in before a new chairman takes over."

GEC's hope may be that Mr Simpson will nurture a generation of younger managers who have been overshadowed by Lord Weinstock's dominance of the company for a third of a century.

No date has been fixed for Mr Simpson's move. Lucas said yesterday that it expected Mr Simpson to remain with the group for several months and that he was unlikely to leave before the autumn. Lucas, which is today expected to unveil increased first-half profits of about £50m (£82m), compared with £44.5m, has already begun seeking a successor. "We are going through the normal process of recruitment," it said.

GEC's statement confirming Mr Simpson's appointment said Lord Weinstock's honorary position would give the company "the benefit of his long experience and profound knowledge of the company".

One GEC board member paid tribute to Lord Weinstock's generosity in confirming Mr Simpson at yesterday's meeting. "Let-

## Independents urge MMC to bar takeovers, David Wighton reports Electricity generators seek to short circuit suppliers

MMC weighs the evidence

Volatility of wholesale electricity prices standard deviation of price by month, (%)

1991 92 93 94 95

Share of total electricity supply market in 1994/95

Actual... allowing for takeovers

15.1% 14.7%

National Power Gen

Source: London Economics

good for generation profits, while low prices benefit the supply business. This means they would still sell more than 60 per cent of prices.

## COMPANIES AND FINANCE: EUROPE

## NEWS DIGEST

**Securities sales put Ems-Chemie ahead**

Ems-Chemie, the Swiss specialty chemicals group, has reported a 42 per cent rise in 1995 consolidated net income to SF124m (\$17.4m), mainly because of a surge in profits from securities sales.

The strong Swiss franc depressed markets, and sharp rises in raw material prices in the first half restrained operating income growth to 4.3 per cent, to SF113.8m, on sales up 7.8 per cent at SF122.7m. Net financial income more than doubled to SF11.8m as the group took advantage of the buoyant Swiss stock market to sell some of its large portfolio of equities.

Mr Christoph Blocher, chairman, said no significant improvement in markets could be expected in the current year, so growth in operating income would depend largely on the stability of the Swiss franc. Financial income was expected to develop positively.

*Ian Rodger, Zurich*

**ISS hurt by overseas fall**

ISS-International Service System, the Danish contract cleaning group with 138,000 employees worldwide, was hit last year by falling sales and profits in the US and Germany, leading to a fall in group net profit from DKK288m to DKK162m (\$28.4m).

Overall, sales rose DKK158m to DKK14.38bn. Although there will be no increase in first-half sales and earnings this year, ISS predicted that for the full year it would meet its target of 10 per cent annual growth in sales and 15-20 per cent in earnings per share. Earnings per share slipped from DKK9.81 to DKK7.82 last year, but the dividend will be held unchanged at DKK2.30 a share.

*Hilary Barnes, Copenhagen*

**Tulip let down by PC weakness**

Tulip Computers' market share was under pressure in 1995 due to poor sales of home computers. However, it retained its position in the professional market, the Dutch company said yesterday. Net profit rose to F19.2m (\$5.6m) last year, against F1.2m in 1994, on turnover of F1532m, up from F1456m.

Some 13 per cent of 1995 sales were generated by PCs made for Unisys in the US, against 8 per cent in 1994. These so-called original equipment manufacturer (OEM) products were not included in Tulip's market share, director Mr Franz Hetzenauer said. "Our unit shipments rose 36 per cent in 1995, while the total European market grew 22 per cent. So we must have gained market share," Mr Hetzenauer said. Tulip said it broadly agreed with Dataquest, the market research agency, that it shipped 225,000 computers in 1995. Tulip's higher shipments partly reflected increased OEM products and its expansion in Asia. In China, it sold 8,000 PCs in 1995, its first year of business there.

Tulip said it had had underperformed in the Netherlands while sales elsewhere were stronger. The company had generated 35 per cent of sales in its home market, against 39 per cent in 1994. Although its overall market share in the Netherlands fell to 6 per cent, Tulip remained confident.

*Reuter, Amsterdam*

**Italy names new exchange head**

Mr Francesco Cesarini was yesterday formally elected president of the Italian Stock Exchange Council following the nomination of a new stock exchange board earlier this month. Mr Cesarini, who is chairman of Banca Popolare di Milano, was expected to take over the presidency from Mr Attilio Ventura. He will preside over the stock exchange as it moves towards privatisation and adapts to new European Union rules on the harmonisation of investment services. Mr Attilio Molendi was elected deputy president.

*Andrew Hill, Milan*

**Financial operations buoy Tele Danmark**

By Hilary Barnes in Copenhagen

Strong growth in net financial income helped boost net profits at Tele Danmark, the partly-privatised telecommunications group, by 38 per cent from DKK2.57bn to DKK3.49bn (\$612m) last year.

Sales and profits before net financial items, however, grew only slowly, with turnover up 5 per cent from DKK17.57bn to DKK18.84bn and operating profits by 3 per cent from DKK1.8bn to DKK1.31bn.

Net financial items swung

from a 1994 loss of DKK260m to a gain last year of DKK1.14bn, reflecting a strong Danish bond market and a reduction in group debt following the big privatisation share issue in mid-1994.

Operating profits were held back last year by a deeper cut on foreign activities, up from DKK1.66m to DKK1.29m; increased agency subsidies for mobile phones, ahead from DKK40m to DKK40m; and falling prices for international calls.

Mobility phones remained the fastest growth sector, with

turnover up 18 per cent to DKK1.74bn, but still only 9 per cent of total turnover.

There was a 34 per cent increase in cellular phone subscribers, to 500,000.

Revenue from international calls dropped DKK17m to DKK2.58bn as charges were cut, although traffic increased by about 8 per cent. The group said operating profits on its domestic business would increase, although it expects intensifying competition.

The Danish telecommunications market will be fully liberalised from July 1 this year.

including the market in line-based voice telephony. But there will be substantial investment and depreciation on Tele Danmark's foreign business.

DKK19.6 to DKK26.7. The dividend total will rise to DKK1.07bn from DKK1.27m.

Meanwhile, Mr Frank Jensen, minister for research, was quoted as saying the government had no plans for reducing its 51 per cent share in Tele Danmark. The share price closed DKK5 down at DKK325.

Tele Danmark is a member of a consortium which acquired a 49 per cent share in Belgium's Belgacom in December. It also recently won a licence with Polish partners to establish a GSM cellular network in Poland.

**ABB shrugs off reports of turbine 'teething problems'**

By Stefan Wagstyl, Industrial Editor

ABB, the large Swedish-Swiss engineering group, yesterday admitted there were "teething problems" with its latest generation of gas turbines, but said they were no bigger than normal for a new product.

Gas turbines are a core business for ABB, accounting for 30 per cent of its turnover in power engineering, which in turn amounts to about one-third of the group total.

The company denied there were any inherent weaknesses in the new design and said the cost of putting the problems right was well within the provisions set aside for rectification work.

ABB was responding to a Swiss newspaper report which said that design and construction faults had emerged in the new turbine, the first of which was delivered last year to Jersey Central Light and Power, a US utility.

It said the report exaggerated the problems. It added that every new turbine had teething troubles which were normally corrected within a few months.

Provisions were always set in advance for remedial work and the actual costs had never exceeded provisions.

The company said the Jersey turbine, the first of a new range called GT24 and GT26, was installed last July and would be handed over on schedule in May.

Other units due to be delivered soon to customers in Germany and South Korea.

• ABB Atom has won a \$5.2m (\$29.4m) order to supply nuclear fuel to the Grohnde nuclear power station in Germany, Reuter reports from Stockholm.

The power station is owned by PreussenElektra and Gemeinschaftskraftwerk Weser.

The first delivery will take place at the end of 1997.

**Nokia revamp complete with NKF stake sale**

By Hugh Carnegie in Stockholm

Nokia of Finland yesterday announced the final step in a four-year transformation from sprawling conglomerate to a pure telecommunications group, with the sale of its majority shareholding in NKF, the Dutch cable maker.

The disposal follows a difficult time for Nokia in which problems in its mobile telephone and consumer electronics operations sent profits into reverse in the final four months of 1995 and forced it to warn of another profits setback in the first half of 1996.

The company, which until mid-1995 had experienced three years of rapid profits growth, will be hoping that the disposal of NKF and the planned sale of its loss-making television set

production unit will improve its standing with investors.

After becoming one of the world's hottest technology stocks on the back of its spectacular successes in mobile telephony, Nokia's share price collapsed by 50 per cent after peaking last September.

Nokia's 55 per cent stake in NKF was sold for F1200m (\$121.1m) in a deal with ABN Amro Hoare Govett for onward sale to investors. Nokia said it had made a small capital gain on the NKF investment, first made in 1989.

After the planned sale by mid-year of its television production unit in Europe, Nokia will be virtually wholly-concentrated in telecommunications, with its biggest operations in mobile telephony. Only four years ago, when Mr Jorma Ollila, the cur-

rent chief executive, took over, the group included paper, tyres, metals and electronics, as well as telecoms.

The final move to focus exclusively on telecoms will free management to concentrate completely on core

operations at a time when the company is struggling to regain its poise. "We shall now have the structure in place to concentrate on the growth segments of the telecommunications industry," Mr Ollila said.

Nokia is struggling to cope with a double-edged problem in its mobile telephone operations – its biggest division. It has run into logistical problems in managing the rapid growth in demand in the sector, which has seen output and staff numbers soar. At the same time, however, fast-expanding competition has led to a sharp fall in prices and profit margins.

Prices for mobile handsets fell by up to 40 per cent in the US last year, and by as much as 25 per cent in Europe and Asia.

A top Nokia executive said last week prices had continued to fall this year.

**Upbeat Telecom Italia increases dividend 14%**

By Andrew Hill in Milan

Telecom Italia, Italy's state-controlled telephone company, yesterday proposed a 14 per cent increase in its ordinary dividend, on the back of a strong rise in net profit for 1995.

The group, controlled by Stet, the state telecoms holding company, confirmed its own December forecast of a 20 per cent increase in net profit with L1.745bn (\$1.1bn) for 1995, against L1.45bn in 1994. Turnover rose from L29.100bn to L30.088bn.

Direct comparison between

1994 and 1995 figures was complicated by the demerger last July of Telecom Italia Mobile (TIM), the group's cellular phone business, along with a small satellite operation.

Adjusted to exclude TIM and the satellite activities, Telecom Italia's turnover showed a 7.9 per cent increase to L28.268bn, slightly ahead of expectations, against L26.312bn in 1994. Pro forma figures for net profit were not released, but the group said operating profit, excluding TIM, had risen from L4.25bn to L5.112bn.

Analysts said investors' attention was likely to be

focused on the dividend increase. "Now [Telecom Italia] doesn't include a cellular business, the long-term top-line growth is going to be fairly modest and investors expect a decent yield," said one.

For 1995, the board is proposing an increase in the dividend from L1.05 per ordinary share, to L1.20. The dividend on savings shares will increase from L1.25 to L1.40.

Telecom Italia also revealed a sharp drop in net debt, to L14.787bn at December 31 against L15.549bn a year earlier. Labour costs as a proportion of sales were cut from 24.1

per cent to 23 per cent.

Telecom Italia is under increasing pressure to continue improving efficiency and service, as new competitors prepare to challenge the company in its domestic market.

Last week, Infostrada – the telecoms joint venture between Olivetti, the computer group, and Bell Atlantic of the US – announced plans to enter the market for long-distance telephone calls in Italy.

Mr Francesco Chirichigno, Telecom Italia's chief executive, said the company was preparing for competition in every field, but he again called on

political institutions to "play their part" in solving regulatory and tariff problems in time for European liberalisation.

Earlier this year, the Italian government attempted to push through a restructuring of tariffs, which would have brought Telecom Italia into line with European competitors by reducing international call charges and increasing some peak-rate local charges.

The company said the changes were frozen after complaints from unions and users, and now seems unlikely to be relaunched until well after Italy's April 21 elections.

Within Italy, where the company has 400 client-shops, it has refurbished its own two shops in Milan and added a third there in prestigious Via Spiga. Besides a shop in its home town it has also opened outlets in Florence and Asti, near Alessandria.

Turnover rose from L1.4bn in 1994 to L1.6bn (\$115m) last year and 1996 sales are expected to total L2.1bn.

The Marenco and Gallo families of Asti, which took over Borsalino in 1993 with a 96 per cent stake and brought it in line with European competitors by reducing international call charges and increasing some peak-rate local charges.

Previously, Borsalino would never have made a cloth cap, but now it produces about 20 different styles.

the decision to open its own outlets is a turning-point.

"Until now people came to us, but now we must go to them to promote our idea of the 1990s Borsalino," says Mr Petrone. "The hat world has remained old, and producers have not stimulated demand."

The more aggressive approach will focus on the

women's and youth markets, seen as Borsalino's growth areas, as well as men's hats.

The cache given by famous Borsalino wearers such as Ronald Reagan and Mikhail Gorbachev and the 1970s film *Borsalino*, starring Alain Delon and Jean-Paul Belmondo, proved insufficient to revive demand.

Borsalino is adding to its accessories made under licence and extending a large range of hats which include its Montecristi Panama made from Ecuadorian straw.

Previously, Borsalino would never have made a cloth cap, but now it produces about 20 different styles in 40 colours. However, the company intends to remain at the top end of the market – its most expensive felt hats cost about £150.00.

Nor does Mr Petrone, whose wife Dominique is a designer, see any need with such a hand-made product to update machinery, which in some cases dates back to the turn of the century.

**Borsalino aims to recapture past glories**

Italian hat maker has plans for expansion, reports John Simkins

The problem for Borsalino, the illustrious Italian hat maker, is that fewer people are buying its products.

Mr Giuseppe Petrone, managing director, boasts that: "Other manufacturers produce hats – we make a Borsalino. People don't buy our hats just because they feel hot in summer or cold in winter."

The company was founded in 1857, and its first hat for men became as much a symbol of Italy as Campari or Gucci.

Last year 200,000 were sold, but in 1993 the company produced 2m. However Mr Petrone, who joined Borsalino in 1993, intends to restore the company's lustre and give it a sharper marketing edge.

This year Borsalino, which has 100 employees at its plant in Alessandria, north-west Italy, will open shops in Moscow, Tokyo and Osaka, and one in Germany, either in Berlin or Hamburg.

It will also open Borsalino departments in stores in Paris and Seoul, and hopes next year

to have a presence in New York as well as another shop in Europe.

Borsalino exports 65 per cent of its hats and estimates that one fifth of its buyers are Orthodox Jews. Previously it has relied on sales abroad through 300 client-shops, and

Formerly Borsalino

would never have made a cloth cap, but now it produces about 20 different styles

in the UK, every Wednesday & Thursday and in the international edition every Friday.

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INFORMATION & REGISTRATION

CRANS MONTANA FORUM SINCE



## COMPANIES AND FINANCE: THE AMERICAS

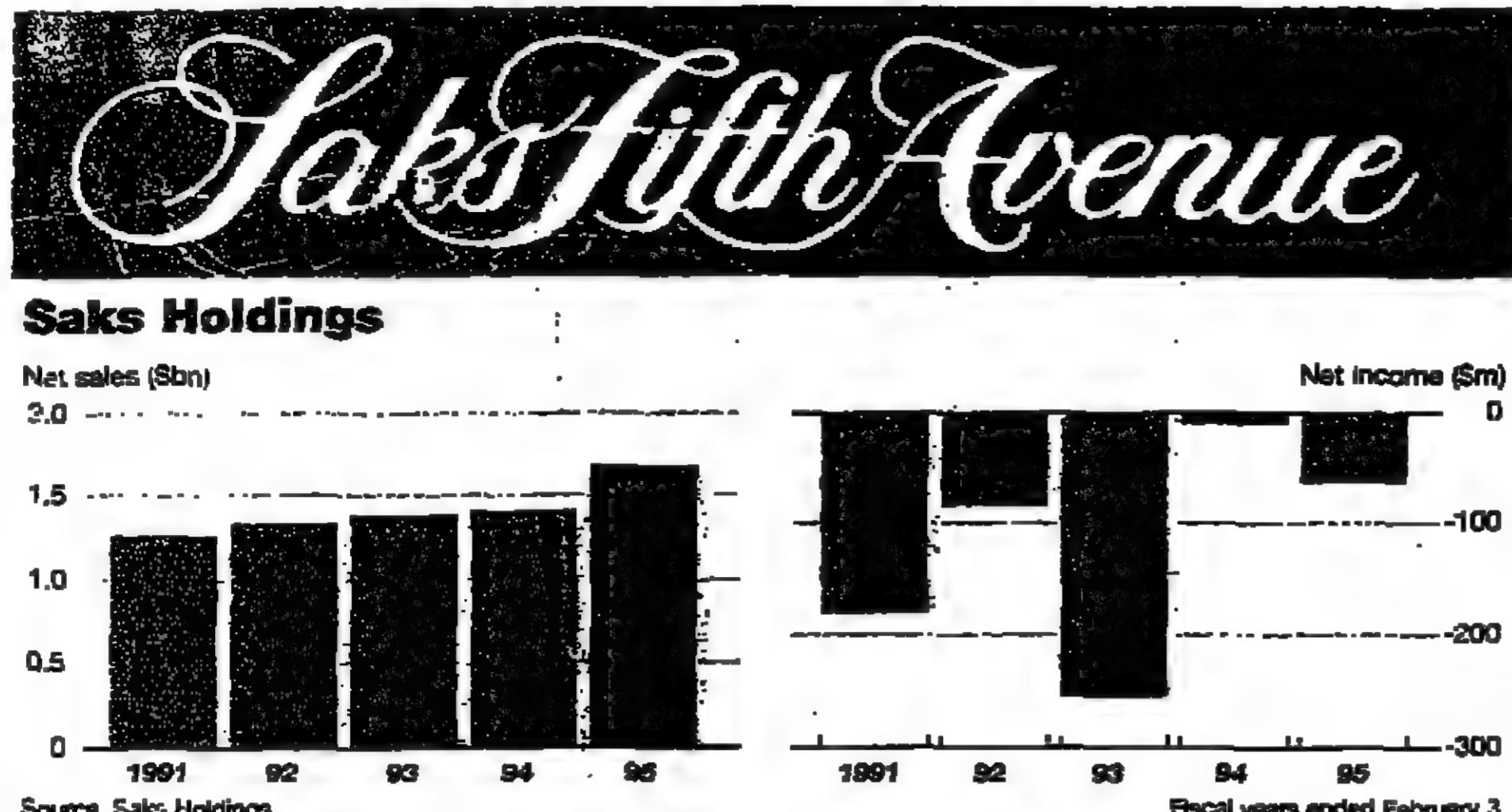
## Store's cachet expected to lift interest in Saks IPO

By Richard Tomkins  
in New York

Saks Fifth Avenue may be one of the most powerful names in US retailing, but a prospectus for the planned share offering by Saks Holdings, the department store chain's parent, shows this has not prevented the group racking up losses totalling \$300m over the last five years.

Even so, after the highly successful stock market flotation of the similarly fashionable Gucci on the New York Stock Exchange last year, Wall Street is expecting the cachet associated with the Saks Fifth Avenue name to generate a similar degree of excitement over Saks' planned \$300m offering.

Like Gucci, Saks is being spun off by Investcorp, the Bahrain-based investment group that bought the department store group from BAT Industries of the UK for \$1.5bn in 1990. BAT sold it to Saks in a hostile bid by Sir James



Source: Saks Holdings

stores are best known for their ranges of designer clothing and accessories, selling goods made by Gucci and other well-known names such as Chanel, Ferragamo, Calvin Klein and Ralph Lauren. The company has 40 Saks Fifth Avenue department stores across the US, five smaller department stores in

Canada, Calvin Klein and Ralph Lauren. The company has 40 Saks Fifth Avenue department stores across the US, five smaller department stores in

resort areas, 19 Off 5th stores offering end-of-line merchandise, and a catalogue operation called Folio.

In spite of the company's size, the flagship Saks Fifth Avenue store in New York accounts for 22 per cent of total revenues. Saks's preliminary filing with the Securities and Exchange Commission shows that Investcorp has done a good job in increasing the company's sales. Revenues have risen each year over the last five years, and in the latest period to February 3, they were up by 19 per cent to \$1.69bn.

However, the prospectus also shows that the company's heavy debt burden - amounting to \$975m at February 3 - has been a big factor in preventing Saks from turning in an annual profit at any stage since Investcorp bought it.

In the latest period, Saks made net losses of \$64.1m, up from \$10.6m the year before.

Saks wants to use the proceeds of its stock offering to pay off some of its debt and assist a return to profitability. A flotation will also help fund the company's continuing expansion: it plans to open three new department stores and four new resort stores over the next three years.

Significantly, however, the company's biggest area of expansion is its Off 5th division, which is expected to double in size with the opening of 21 new stores by the end of the next fiscal year. One effect will be to increase the company's exposure to more budget-conscious customers.

Saks says the Off 5th chain provides attractive financial returns and is an economically superior form of inventory liquidation for its main stores. But the strategy risks prompting anxiety among would-be investors: Saks may look a lot less like a potential Gucci if it is determinedly taking itself downmarket.

## NEWS DIGEST

## MCI joint venture boosted by BT buy

MCI, the second largest US long-distance carrier, and British Telecommunications are hoping to extend the services of their joint venture, Concert, to New Zealand. The UK company yesterday announced it had acquired a 25 per cent stake in Clear Communications, New Zealand's second largest telecoms operator. MCI already holds a similar stake in Clear. BT purchased its stake for an undisclosed sum from Bell Canada. The other shareholders in Clear are Television New Zealand and Todd Corporation.

Mr John Ede, Clear chairman, said: "Clear Communications will benefit from BT's global experience and technical expertise and the already well established relationship between BT and MCI and the Concert joint venture." Concert is a "global supercarrier" offering seamless voice and data transmission services to large international customers.

The move represents a strengthening of BT's presence in the Asia-Pacific region, where it is weak compared with Europe or the US.

Clear began private network services in New Zealand in January 1991, national toll services in May 1991 and international operations in December of the same year. In the financial year 1994-95, it made a profit of NZ\$29m (US\$20.3m) on turnover of NZ\$240m.

Alan Cane, London

## Knight Ridder in cable sale

Knight Ridder, the US media group, is to sell its interests in jointly owned cable TV properties to its partner, Tele-Communications Inc (TCI), for up to \$420m. The sale, part of a wider consolidation in the cable industry, strengthens TCI's position as the biggest US cable operator.

The sale comprises a half-interest in TCR Cable, which operates in New York and New Jersey, and 15 per cent of a larger network in the southern US. TCI has the choice of paying either \$250m cash plus \$120m in stock, totalling \$400m, or a \$140m package of \$140m cash, \$140m stock and \$140m in further stock not tradeable for two years.

Knight Ridder said the value of its cable interests had not been fully reflected in its stock price. It would use the cash to accelerate its stock buy-back programme, and for small or modest-sized acquisitions in newspapers and business information.

Tony Jackson, New York

## Templeton in Venezuelan move

A 44.5 per cent share in Electricidad de Caracas, the Venezuelan utility, has been bought by the Hong Kong-based fund manager, Templeton International for Bs19.55m (\$67.5m). The share package, offered by the state deposit guarantee fund, Fogade, was bought up the Venezuelan bank Bancaracas on behalf of Templeton.

The sale of the stake comes after Electricidad de Caracas announced a substantial cut in its capital investment for 1996. A recent request by electricity companies to raise their rates was not granted, despite last year's inflation of 58 per cent and an increase in costs of 40 per cent since the beginning of 1996.

Raymond Colitt, Caracas

## Perez to sell oil services arm

Perez Companc, Argentina's diversified energy holding company, yesterday said it was selling its oil services division, Quiralt, to Houston-based Pride Petroleum Services for about \$140m.

The Argentine company owns 72.45 per cent of Quiralt, which provides drilling, well-head and other technical services. Perez said it was discussing the sale, which should be completed by June, with holders of the remaining shares, including local hydrocarbons group Astra.

Mr Frank McGann, vice-president at Merrill Lynch in Buenos Aires, said sale of the unit would have "little strategic significance" since there were many oil services groups to which Perez could contract out such work.

David Pilling, Buenos Aires

## Bre-X Minerals seeks partner

Bre-X Minerals, the Calgary-based exploration group, intends to seek a partner later this year to help develop the potentially large Busang gold deposit in Indonesia. Mr David Walsh, chief executive, said that Bre-X, which has a 90 per cent stake in Busang, planned to sell up to 25 per cent of the property to a group capable in "size and stature" of bringing the deposit into production. The partner would also operate the mine, which is expected to enter production around the turn of the century.

Bre-X suggested the deposit might be much bigger than the current estimate of 30m oz. Only about a quarter of the Busang property, which is part of an extensive "gold belt" stretching across the island of Kalimantan, has so far been explored.

Bernard Simon, Toronto

## GM looks to build on the stellar success of Saturn

Problems with capacity and a sales drive in Japan will test the project's strength, writes Haig Simonian

When more than 44,000 Saturn owners descended on rural Tennessee to celebrate the 10th anniversary of the project in 1994, General Motors realised it had beaten its own hype in creating "a different kind of company, a different kind of car".

This, after all, was not an gathering of clubby gentlemen in their Bentleys and Ferraris. GM's Tennessee-based Saturn car division produces three unobtrusive and inexpensive models that drive acceptably but hardly set the pulse racing.

In sales terms, Saturn, created in the mid-1980s in a last-ditch stand to win back sales from the Japanese, has exceeded GM's wildest dreams. The company produced 302,000

cars last year - almost 6 per cent more than in 1994 - and in line with a steady rise since the first saloon rolled off the line in 1990.

The danger now is that Saturn could become a victim of its own success. The company has virtually exhausted capacity at its \$1.9bn greenfield Spring Hill plant. "We're very close to capacity right now," says Mr Don Hudler, Saturn's president. "We're trying to identify bottlenecks. If we could produce more, we could sell more."

Mr Joe Rypkowski, president of the local branch of the United Auto Workers union, reckons output could rise from this year's target of 310,000 cars to between 330,000 and 340,000 by eliminating bottlenecks and improving produc-

tivity. But even he admits matters would stop there.

GM will shortly have to decide whether to expand Saturn. The decision, expected to be positive, will be linked to a widening of the model range by adding a larger vehicle to the current sedan, coupe and station wagon.

Going ahead will not just be a boost for Saturn and its loyal owners, who have been clamouring for more cars, but will also mark a crucial phase in GM's strategy of "saturnising" other parts of the organisation.

Saturn had, until now, been an isolated experiment. Conceived to break away from the high wages and restrictive labour practices of Detroit, it marked a joint effort by unions and management to manufacture vehicles at competitive prices to the Japanese in an environment that remained unionised.

Saturn's workers, almost all transferred from traditional GM plants, accepted a 10 per cent wage cut as part of the intricate "memorandum of agreement" between their representatives and management. In return for more flexible working, GM agreed to a more Japanese style of management, blurring demarcations between workers and bosses and opening the door to collective decision-making.

The experiment has worked. Although Saturn's financial results are buried in GM's group accounts, it is believed to have turned its first profit last year, triggering a staggered \$10,000 bonus to each of its 8,000 workers. Its cars, meanwhile, have won plaudits for customer satisfaction in independent surveys, helping to explain the extraordinary loyalty around the brand.

That loyalty has been nurtured - created, say some - by Saturn's sales techniques. All

A Saturn SL2: sales of the range have exceeded GM's wildest dreams

Saturn dealerships conform to a standard design. "We want to make this the best retail experience you ever have," says Mr Hudler.

Saturn's main ploy has been fixed prices. Unlike traditional dealers, haggling is not on the agenda. "People are guests in our retail facilities," says Mr Hudler. "We're there to help them buy a car, not pushing to sell. Rather than haggling, people say they want a fair price."

The pitch has been so good GM is trying to introduce it elsewhere. It is starting with Oldsmobile, a traditional brand now realigning itself towards much the same type of younger, higher income and better-educated owner who has taken to Saturn. Apart from fixed-prices, new Oldsmobile dealerships will be expected to conform to a standard layout.

But it is arguably the "saturnisation" of GM's factories which will have the most far-reaching consequences. The new, bigger Saturn, being developed in Germany by a team of engineers from both sides of the Atlantic, will be

based on GM's Vectra mid-sized saloon. Mr Luis Hughes, head of GM's international operations, says it could be out within two years. "The concept is advanced but it has to be tested," he says.

However, in what will be a blow to the Tennessee workforce, the new model is likely to be built elsewhere. "We're there to help them buy a car, not pushing to sell. Rather than haggling, people say they want a fair price."

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He admits not every plant would be suitable. The choice will depend on "the right attitudes" locally. However, "there are plenty of places where that could be done", he says.

The decision will come fairly soon, according to Mr Smith. "It's under major study right now. We're close to a decision."

Some suggest GM will

choose a plant in Delaware,

which has opted for more flexi-

ble working practices. Whether the choice, the outlook for Saturn looks rosy. US sales should continue to climb as more dealerships are added. The present 224-dealer network is still predominantly urban and should reach 370 by the end of the year. Turnover could also be boosted by selling more cars abroad: exports at present are limited to Canada and Taiwan.

But the company's biggest challenge is still a year ahead. In early 1997, Saturn will start exporting to Japan. The exacting Japanese market will provide the ultimate test, says Mr Hudler.

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would be suitable. The choice

will depend on "the right attitudes" locally. However, "there are plenty of places where that could be done", he says.

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Canada and Taiwan.

## Going public in spring 1996

## Sharing in strong growth

The two-man company founded seven years ago by Jürg Stahl and Jürgen Kurb has grown into

a corporation that is now outperforming the fast-growing semiconductor market. A number of factors

underpin this success: a committed

management team, highly qualified

employees and an extremely lean

organization. But the company also has a clearly

focused market strategy, works closely with selected

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## COMPANIES AND FINANCE: UK

Performance based on comparisons with other leading oil groups over 5 years

## Nine BP executives to share £10m

By David Lascelles,  
Resources Editor

Nine present and former directors of British Petroleum are to share in an award of £10m (£15m) of shares under the company's long term performance plan.

They include Mr Robert Horton, the former chairman ousted in a boardroom coup in 1992, a year after the plan was initiated. He will get shares worth £223,000.

According to the company's annual report released yesterday, Mr Horton "was able to initiate certain changes which have benefited the perfor-

mance of the company". BP said the changes included the reorganisation of the headquarters in 1990 which boosted efficiency.

Other former executives who qualified for the award were Mr Hugh Norton, managing director until last year, who gets £1.75m, and Sir David Simon, now chairman, who receives shares worth £260,000.

The largest recipients among current directors are Mr John Browne, chief executive, who gets shares worth £1.7m. Mr Steve Ahearn, the finance director (£1.6m), Mr Bryan Sanderson, head of chemicals (£1.6m) and Mr Russell Seal,

head of human resources (£1.1m).

The long term performance plan was introduced in 1991 to replace share options.

Shares are awarded after five years based on BP's returns compared with other leading oil groups. Mr Peter Sutherland, chairman of the remuneration committee, said BP had outperformed the stock market over the period, producing a return of 15 per cent a year.

Earnings had increased by 37 per cent, and return on capital went up from 9 to 14 per cent.

The awards were based on a 60 per cent achievement of the targets laid down in 1991.



Robert Horton: headquarters actions boosted efficiency Tony Andrews

## RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Dividends	Corresponding dividend	Total for year	Total last year
Argus	Yr to Dec 30	1,436	(1,257)	124.4	(100.2)	27.5	(22.3)	94
Asics (BSR)	Yr to Dec 31	371.8	(212.2)	28.1	(21)	7.3	(5.6)	1
ASW	Yr to Dec 31	641.9	(464.3)	13.8	(4.2)	17.17	(6)	0.7
BCE S	6 mths to Dec 31	4.14	(2.41)	1.22	(0.19)	0.441	(0.28)	0.09
Black (A&C)	Yr to Dec 31	7	(6.8)	0.564	(0.56)	0.257	(0.24)	0.09
Bracken Group	Yr to Dec 31	6.59	(6.5)	0.62	(0.62)	0.163	(0.16)	0.02
Brent	Yr to Dec 31	1,759	(1,622)	108.2	(45.4)	1.15	(0.81)	3.3
Doofex	Yr to Dec 31	57.4	(38.1)	3.05	(1.82)	17.851	(12.45)	4.6
Edinburgh Oil & Gas	Yr to Dec 31	3.29	(2.1)	0.582	(0.185)	1.02	(0.8)	0.25
Glynwed Int'l	Yr to Dec 31	1,252	(1,025)	84.2	(67.1)	25.761	(21.34)	8.35
Hammerstone	Yr to Dec 31	127.4	(121.3)	57.4	(10.7)	1.31	(0.43)	7.15
MAID	Yr to Dec 31	13.5	(8.69)	4.05	(1.29)	4.42	(1.14)	-
Manganese Bronze	6 mths to Jan 31	48	(41)	2.54	(1.97)	1.11	(0.75)	2.5
Mayhew	Yr to Dec 31	49.1	(43)	5.5	(4.7)	18.81	(16.1)	4.95
Mid-States	Yr to Dec 31	1,155	(1,056)	0.85	(0.68)	0.2	(0.1)	0.01
Mitsubishi	Yr to Dec 31	2.37	(1.57)	0.125	(0.094)	0.49	(0.36)	-
Northern Leisure	6 mths to Feb 25	13.4	(11.6)	2.53	(1.63)	4.51	(3.7)	2
Pearson	Yr to Dec 31	1,830	(1,550)	365.1	(237.9)	47.1	(40.4)	10.175
Polyplastics	6 mths to Dec 31	94.2	(84.7)	9.75	(9.31)	4.06	(3.98)	0.83
Premier Oil	Yr to Dec 31	85.1	(48.9)	25.11	(9.2)	2.631	(1.64)	0.5
Royal Doulton	Yr to Dec 31	242.8	(227.5)	15.2	(12.6)	20.4	(18.4)	6.5
Select Appointments S	Yr to Dec 31	226.7	(89.8)	12.5	(2.6)	1.331	(0.55)	0.25
SkyPharma	6 mths to Jan 31	2.07	(2.92)	1.52	(0.421)	0.19	(0.06)	-
Takara	Yr to Dec 31	11.5	(9.0)	21.0	(21)	1.15	(14.3)	1.7
TT	Yr to Dec 31	479.5	(392.3)	44.9	(35.6)	10.5	(8.2)	4.08
VCI	Yr to Dec 31	76.6	(60.1)	8.03	(5.77)	17.31	(16.2)	4.9
Vitec	Yr to Dec 31	131.8	(87.1)	30.7	(20.1)	5.23	(40.2)	7.7
Wilson Bowden	Yr to Dec 31	228.2	(241.7)	29.6	(37.1)	21.1	(27.1)	7.2
Investment Trusts	NAV (p)		Attributable Earnings (£m)	EPS (p)	Current payment (p)	Corresponding dividend	Total for year	Total last year
Alliance	Yr to Jan 31	+ £24.28	(£19.89)	31	(28.4)	61.49	(56.4)	37
Gartmore Smaller	6 mths to Feb 29	+ £28.4	(£69.74)	0.364	(0.38)	2.5	(2.7)	1.5
								5.75

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. ♦Special of 42p per share proposed. ♦After exceptional charge. ♦After exceptional credit. 10m increased capital. ♦Post-tax. □Total income. ♦AM stock. ♦USM stock. ♦Equivalent after allowing for scrip issue. ♦Comparatives restated. \*At August 31.

# Glynwed 1995 results

"the Group was able to achieve further significant progress."

	1995	1994	Increase
Turnover	£1,251.7m	£1,024.9m	22.1%
Profit before Interest	£93.0m	£74.4m	25.0%
Pre-tax Profit	£84.2m	£67.1m	25.5%
Earnings per Share	25.76p	21.34p	20.7%
Dividend per Share	12.75p	12.25p	4.1%
Return on Capital	29.3%	27.3%	
Debt/Equity Ratio	40.9%	25.6%	

"... a full year's contribution from Victaulic and the further benefits to be derived from new products, greater efficiencies and higher exports, give us confidence that 1996 will be a year of satisfactory progress."

GARETH DAVIES, Chairman  
18th March 1996

Glynwed

The 1995 Report and Accounts will be posted to shareholders early in April. For a copy please write to the Group Secretary, Glynwed International plc, Headland House, New Coventry Road, Sheldon, Birmingham B26 3AZ.



## Pearson and Carlton to launch Indian channel

By Raymond Snoddy

Mr Frank Barlow, managing director of Pearson, as the company announced profits in line with expectations for the year to December 31.

Boosted by capital gains of £1.31m (£200m) from its direct stake in British Sky Broadcasting, Pearson increased pre-tax profits for 1995 by 23 per cent to £365m.

The decline in operating profit was attributed to a £25m drop in the operating contribution from BSkyB, and a £35m increase in restructuring costs.

It would involve an initial investment of \$45m and a commitment to spend \$200m over the next five years.

The first hint of the satellite plan was revealed yesterday by

minster press, the regional newspaper group; and a £17m provision for "back-office reorganisation".

One of the biggest setbacks was in the entertainment division, where Mindscape, the US CD-ROM and games group acquired for \$425m in 1994, lost \$6.5m. Mr Barlow said it was a completely unacceptable result from a company that has cost more than £500m. Mr John

Moore, the new Mindscape chief executive, said there were no plans to sell the company. A number of US competitors had also experienced difficulties because of rapid changes in the market, he said.

## Bunzl strides ahead to £106.2m

By Patrick Harverson

only be "at the right price and in the right place".

Paper and plastic disposables had another strong year, with profits rising to £68.3m (£54.1m).

Fine paper profits rose 55 per cent to £20.6m as the high proportion of "just-in-time" deliveries at the UK operation helped cushion against the negative impact of destocking by customers reacting to falling paper prices.

Profits from plastic products rose to £14.1m (£12m). Cigarette filters saw profits rise 3 per cent to £15m amid stronger competition in Italy, adverse exchange rates in Austria and higher raw material costs in the US and UK.

Bunzl also announced two small acquisitions in the plastic and disposables businesses worth £3.3m. Mr Habgood said further acquisitions would

## Astec up 34% on new products and lower costs

By Christopher Price

Astec (BSR), the Hong Kong-based power conversion and electronic components group, reported a 34 per cent rise in 1995 pre-tax profits from £21m to £29.7m (£46.97). This included a significant contribution from Sachtler — formerly its main competitor in the camera supports, lighting and suspension equipment market — which bought it for £7.6m a year ago.

The broadcast equipment division contributed 42 per cent of group profits, with margins improving from 19 per cent to 23 per cent. Divisional operating profits more than doubled to £13.7m driven by strong demand, particularly in the US and east Asia. Surveillance profits rose 51 per cent, benefiting from a cost-reduction programme introduced in 1994.

Christopher Price

## Brunner Mond plans listing

Brunner Mond, one of the oldest companies in the UK chemicals industry, is hoping to return to the stock market later this year with a value of up to £200m (£306m). The flotation comes five years after Brunner Mond was bought out from ICI and 115 years after it was founded by Ludwig Mond, a German émigré.

The Cheshire-based company, the UK's largest manufacturer of soda ash, had initially planned to float in 1994. But the issue was postponed after profits were hit by a price war started by Solvay, the European market leader.

David Wighton

## APV sells antipodean divisions

APV, the food and drink production equipment maker, has sold its catering equipment and retail bakery businesses in Australia and New Zealand for A\$31.8m cash. The buyer in each country is Moffat, owned jointly by Kemper Capital, AMF Investments and the management. The final consideration is subject to adjustment, but the group expects profit on the disposal to be about £7.1m. For the year to December 31, the businesses made a profit of £2m on sales of £22.4m.

## Mid-States skids to £689,000

Fierce competition leading to reduced margins in an industry where sales were down overall led Mid-States, which distributes automotive parts in the US, to announce a slide in full-year pre-tax profits from £5.93m to £689,000 (£1.05m). The figure was struck from increased turnover of £50.5m (£77.6m) for the year to December 31; excluding the effects of acquisitions sales declined by 2 per cent.

There was a restructuring charge of £2.03m (nil) and exceptional costs totalling £940,000 for losses on closed operations.

## Further growth in TECHNIP's results despite the very difficult international environment

The Board of Directors of TECHNIP met on 14 March 1996, under the chairmanship of Mr P. VAILLAUD, and reviewed the audited consolidated accounts for 1995, which included the following information:

Key figures (in French francs millions)	1995	1994	Variation




<tbl\_r

Carlton to channel

'ryday' boost Royal Doulton

ster buoys Vitec

net Almond plus 1.5%

sells antipersonnel division

TECHNIP's results  
the very difficult  
environment

## COMPANIES AND FINANCE: UK

# Elan pays \$600m for Athena Neurosciences

By Daniel Green

Elan, the Irish pharmaceuticals company, is to pay more than \$600m in shares for Athena Neurosciences, a California biotechnology company. Both companies called the deal a merger and Mr John Groom, Athena's chief executive, will take up a new post at Elan as chief operating officer. Athena will become a subsidiary of Elan.

Mr Thomas Lynch, Elan's finance director, said: "This is arguably the most significant step in our corporate history." The new company will have a market capitalisation of between \$2.7bn and \$2.8bn. Athena shareholders will get 0.2366 Elan American deposit-

tary shares for each Athena share. Based on the March 15 closing price of Elan, the agreement values Athena at \$12.25 a share, or \$640m, said Mr Lynch.

Athena shares had closed at \$15.50 on Friday, he said. Yesterday they were trading at \$17.40, with Elan closing unchanged at \$24.00.

Mr Donal Geaney, chief executive, said Athena brought a sales force whose value had been "under-appreciated" by investors, as well as products to treat neurological conditions such as Parkinson's disease.

He said the company had been looking for acquisitions but "we've rarely found a potential partner that was complementary and had a simi-

lar corporate culture". Elan and Athena have had an alliance for more than a year to develop new products and formulations in the area of neurology. Elan had taken a 1 per cent stake with warrants and options for a further 5 per cent.

Elan said the transaction should be completed by early summer, and would dilute its 1996 earnings but boost them from 1997.

The deal marks a diversification for Elan from its core area of developing improved versions of existing drugs. It is best known for developing the slow-release version of Cardizem, a high blood pressure drug made by Hoechst Marion Roussel.

## Argos pledges £127m pay-out

By Peggy Hollinger

Argos, the catalogue retailer, has pledged £127m (\$194m) of its £221m cash pile to shareholders through a special payout as it announced a 24 per cent jump in pre-tax profits.

Mr Michael Smith, chief

executive, said shareholders on the register on April 15 would receive 42p a share, in addition to the ordinary dividend.

The bonanza is not expected to hinder Argos' ambitions to expand in new retailing areas. Mr Smith said Argos retained the fire power necessary for

any future acquisitions.

Argos, which has been tipped as a potential bidder for H. Samuel, the jewellery chain owned by Signet, was examining UK purchases in core product areas which fell "broadly" in the range of what we have retained", Mr Smith said.

## BAT confident over US anti-smoking law suits

By Roderick Oram

BAT Industries told analysts yesterday that the proposed settlement of US anti-smoking cases by Liggett Group "is unlikely to ever become effective."

Thus the legal deals outlined last week by Liggett, a small cigarette maker whose majority owner is trying to break up RJR Nabisco, the number

two manufacturer, were unlikely to have any impact on the industry, it added.

BAT, the third largest cigarette maker in the US, said it would continue "to defend all law suits aggressively." It also believed that the tide of court action was running in favour of the industry.

Moreover, the proposals by Liggett

were aimed at winning the backing of RJR Nabisco's shareholders for the spin-off of the Nabisco foods business from RJ Reynolds, the tobacco company, BAT said. If Brooke Group, which owns 37 per cent of Liggett, could convince RJR Nabisco shareholders that it had put a cap on all future potential damage payments to smokers, the demerger stood more chance of approval.

The crucial date was the RJR Nabisco shareholders' meeting on April 17. If Brooke Group lost the vote on that day, its proposed settlements would become unenforceable, one analyst said. "It was a low key presentation by BAT to demonstrate that nothing had changed" on the US litigation front, he added.

## Siebe may have to increase its £450m offer for Unitech

By Tim Burt and Christopher Price

Shares in Unitech yesterday rose 173p to 688p on expectations that Siebe, the industrial controls manufacturer, will have to increase its friendly £450m (608m) takeover offer to secure control of the electronic controls group.

Although Siebe has already acquired a 25 per cent stake in Unitech at 590p a share, Unitech hinted that would not be enough to win board support for an agreed deal.

"We have yet to discuss the level at which we would accept their offer," said Mr Peter Curry, Unitech chairman.

Senior officials at Morgan Stanley, advising Siebe, are

due to meet Unitech's advisers at Kleinfelder Benson today in a preliminary attempt to hammer out a deal.

Mr Barrie Stephens, Siebe chairman, said initial talks would centre on organisational issues, mainly involving the due diligence process. "Until we get a profits forecast from Unitech, we haven't anything on which to base a sensible valuation."

Siebe, which is expected to make a paper offer for Unitech of about 650p a share with a cash alternative, raised the possibility that Mr Curry could be offered a board position if his bid for Unitech was agreed.

Mr Stephens said the company was not interested in a hostile deal, adding that it

unlikely to proceed if the takeover threatened to dilute its earnings per share. Even so, Siebe shares fell 18p to 626p.

Siebe has secured an irrevocable undertaking from Electrowatt, the Swiss electronic group, to buy its 25 per cent stake at 600p with an option over a further 4.1 per cent at 600p. Analysts expressed surprise that Electrowatt had sold at that price, especially given the subsequent jump in shares.

Electrowatt is also seeking a buyer for its 40 per cent stake in Eurodis Electron, the electronics component distributor. Two weeks ago, the Swiss group said it was in talks with several interested parties regarding the Eurodis stake, but has not yet found a buyer.

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**Club Med**

The Club Méditerranée Group reported today its consolidated revenues for the first quarter (ended January 31st, 1996) of the fiscal year amounting to FF 1,649 Million, 12.9 % below the same quarter the previous year (FF 1,894 Million). This decrease is largely attributable to the sale of MAEVA which grossed FF 123 Million in the first quarter last year and a lower US dollar. These two items excluded, the reduction in revenues is limited to 2.2 %, due to seasonal factors and the temporary closing of Saint Martin (French West Indies).

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Shareholders are hereby informed that the rate for the Coupon M/19 has been fixed at 6.50 %, due on the 19th of March 1996 and 18.04.1996, inclusive (representing a period of 92 days).

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## LEX COMMENT

## Argos

Argos's decision to give

£127m back to shareholders in the form of a special dividend was the right one, given that the company had failed to find a suitable acquisition. Argos has been increasing its average cash balance by close to £40m annually in the last few years, so the management's claim that still has plenty of fire-power to make an acquisition is fully justified. Even after the pay-out, the balance is likely to be about £130-£140m, assuming that it continues to generate cash at a similar rate. The worry is that Argos's luck in finding something suitable to buy will not improve, and earnings growth will plateau.

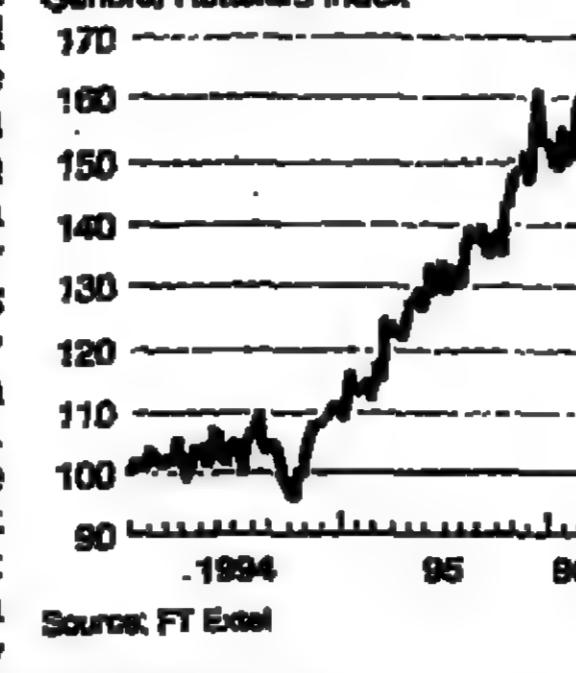
True, the company still has a healthy store opening programme, and like-for-like sales growth remains robust. In fact, it is in a better position than many UK retailers. It reckons it still has scope to open a further 200 stores on top of the nearly 370 it has already and is trialling new formats. But then that is already priced into its shares. To justify its 50 per cent premium to the market - and its smaller but still substantial premium to the sector - it cannot afford to pause for breath.

The company's consideration of an alternative strategy of organic expansion overseas suggests that the management is all too aware that it is heading for a brick wall sooner or later. Given Argos's conservative approach, there is every reason to hope that it will not come unstuck as so many British retailers have in the past.

Equally, though, there is no hope of foreign markets kicking in with rapid returns if the rate of UK profits growth starts to tail off.

### Argos

Share price relative to the FT-SE-A General Retailers Index



Source: FT Easit

مكتبات المدخل

# DOEFLEx

## PRELIMINARY RESULTS

1995

### ANOTHER RECORD YEAR IN ALL RESPECTS

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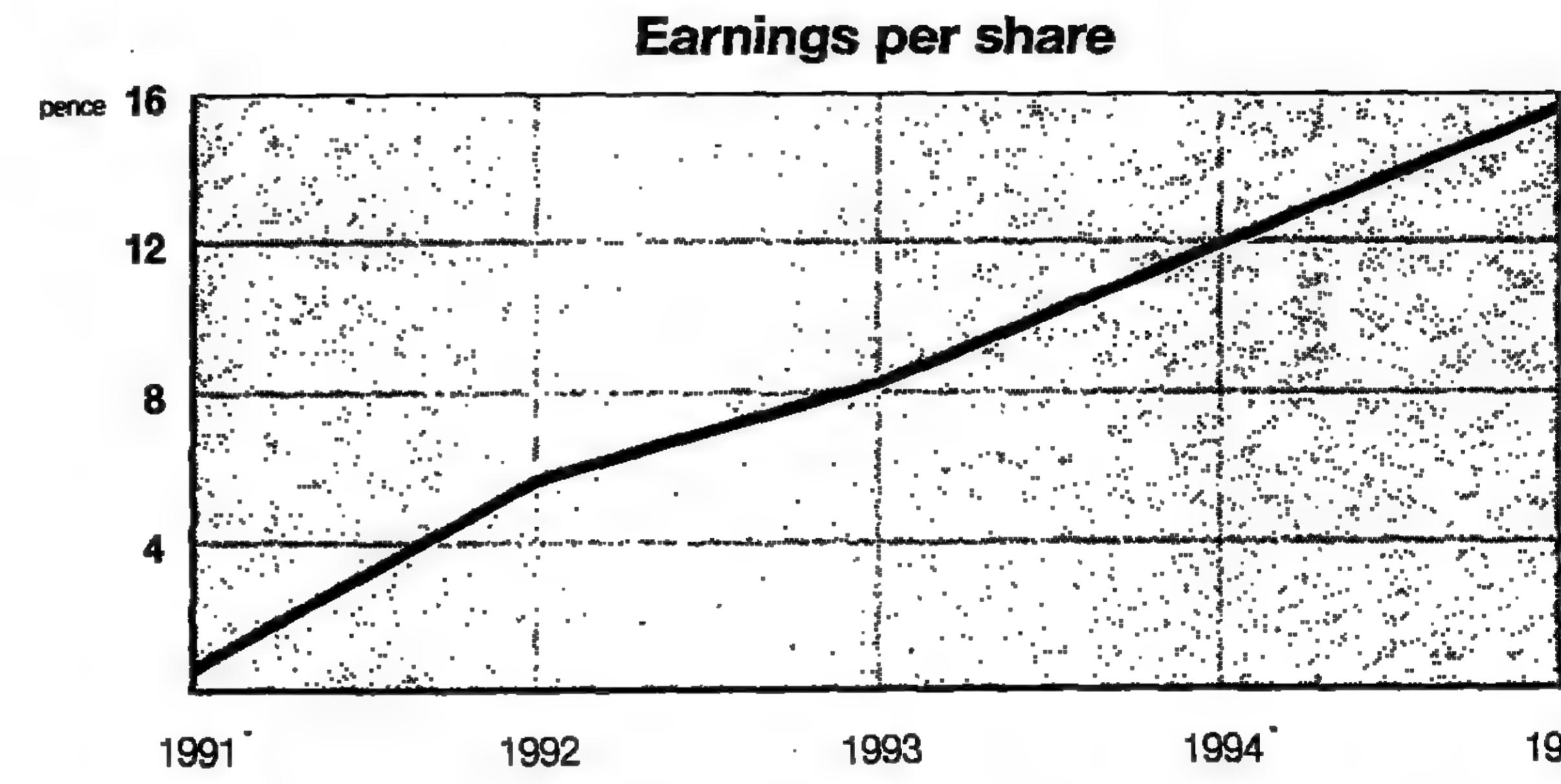
	1995	1994	Increase
Sales	£57.4m	£38.0m	51%
Profit before Tax	£3.1m	£1.8m	68%
EPS	17.65p	12.45p	42%
Dividend	6.7p	5.3p	26%

"Doeflex has excellent management teams and well defined plans. We are making good progress towards the achievement of our most important strategic goals. We expect sustained growth in all our UK markets".

Richard Bickerton - Chairman

Copies of the press statement are available from the Company Secretary  
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growth  
continues



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**Anthony Habgood**  
Chief Executive



\*Adjusted for goodwill write off

## LAW

## Increase in share capital unlawful



Unilateral measures taken by Greece compulsorily increasing the share capital of a bank without the approval of a general meeting of the existing shareholders thereby denying them the right to participate in the consequent capital increase, infringed European company laws on the protection of shareholders. The European Court of Justice ruled last week.

The ruling was given in the context of claims by the original shareholders in the Bank of Central Greece who had challenged decrees ordering the increase in capital made in 1988 by the governor of the National Bank of Greece and a provisional commissioner.

The decrees were later confirmed by laws under which the capital of the Bank of Central Greece was compulsorily increased from Dr670m to Dr70m.

Although a notice inviting people to subscribe for the new shares was published in several Greek daily newspapers, the registered shareholders were not officially informed in writing of the offer.

When the offer was undersubscribed by the existing registered shareholders, the new shares were allocated to various third parties, but principally to a state-owned entity which thereby acquired a controlling interest of some 70 per cent of the total capital of the Bank of Central Greece.

The original shareholders also challenged the legality of further capital increases voted by the shareholders in 1987, 1989 and 1990 on the ground that the votes of the new shareholders were invalid.

The Greek court referred the case to Luxembourg for a preliminary ruling on the applicability of the 1977 European second company law directive to the financial health of the company concerned.

The European court first rejected arguments advanced by the Greek government and the National Bank of Greece that the second company law directive did not apply to banks. The court said that, on the contrary, it was clear from

the terms of the directive that it applied to all limited companies and subject only to specifically identified exceptions which did not apply in the present case.

The Greek government, supported by the Portuguese government, also argued that the right of European Union member states to take measures to increase compulsorily the capital of a bank were justified by the public interest in the protection of depositors, the duties of member states to supervise the activities of financial institutions and in the interests of the national economy.

In rejecting these arguments the court pointed out that there was no reason why these objectives could not be achieved while respecting the rights of existing shareholders as guaranteed by the second company law directive, namely to decide for themselves on whether or not the share capital of the company should be increased, and to subscribe proportionally to any increase.

Moreover, the court said the failure, contrary to the requirements of the second company law directive, to give written notification to the existing shareholders of the option to subscribe to the new shares was a substantive breach of their rights, notwithstanding publication of the offer.

Finally, the court stressed that shareholders' rights could not be circumvented by national rules, which had been invoked in the national court, and which prevented the exercise of legal rights in bad faith or contrary to the purpose of the law in issue.

The exercise by minority shareholders of their rights under European company law directives could therefore not be prevented by national rules of that type, merely on the ground that they might have prevented the Greek government from taking measures which would be beneficial to the financial health of the company concerned.

Case C-411/93: *Panagis Pafitis and others v Bank of Central Greece and others, ECJ FC March 12 1996.*

BRICK COURT CHAMBERS BRUSSELS

## Carlsberg's new managerial brew

Flemming Lindelov, 47, is to take over as chief executive of Denmark's Carlsberg Brewery group from next January. He succeeds Poul Svahnholm, who has held the position since 1972.

Lindelov made his career in Co-op Denmark, the co-operative wholesale and retail business, where he became a member of the executive board before becoming chief executive of Tulip International, the flagship company in the production of processed pigment products, in 1990. Michael Juel, 53, will remain as executive director in charge of international development, a job he has held since 1985, with Walther Paulsen, 46, likewise staying on in charge of finance, personnel and administration.

Svahnholm has dominated Carlsberg for more than two decades. One of his first tasks was to preside over the merger of Carlsberg with its great domestic rival, Tuborg, although common ownership has not prevented the brewery from continuing to compete. He has grown Carlsberg into one of the top three Danish industrial groups in terms of turnover and has presided over a major international expansion of the brewery, which now sells six times as much beer abroad as it does in Denmark.

## ON THE MOVE

■ Eggert Voscherau and Helmut Beck will join the board of German chemicals company BASF on November 1; Beck will become personnel director on January 1 1997.

They replace Dietmar Werner, who is retiring at the end of December, and Dieter Stein, who will retire after BASF's annual shareholder meeting in 1997.

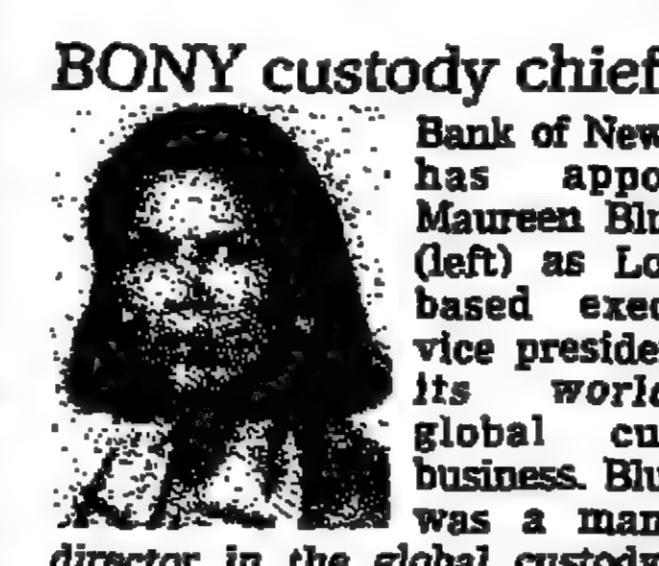
■ Peter Lynch, vice chairman of Fidelity Investments and former manager of Fidelity's Magellan Fund, resigns from the board of W R GRACE on May 10.

■ Olivier Houssein, executive vice-chairman of Alcatel Cable America, becomes head of the new telecoms division at ALCATEL CABLE. Jean-Luc Leclercq, chairman of Alcatel Submarine, becomes head of the new submarine telecommunications division and of the energy division.

Gilles Dupuy d'Argenç, managing director of Alcatel Cable, chairman of Alcatel Contracting and Alcatel USA Corp, will head the metallurgy and special activities divisions of Alcatel Cable.

■ FG Kakodkar has been appointed chairman of

Svahnholm is stepping down because he will have reached the company's normal retirement age when he celebrates his 50th birthday in June. However, he will not be short of work. Among other things, he is chairman of the supervisory board of Den Danske Bank, Denmark's biggest bank, where he can remain until he reaches 70. *Hilary Barnes*



## BONY custody chief

Bank of New York has appointed Maureen Bloddon (left) as London-based executive vice president for its worldwide global custody business. Bloddon was a managing director in the global custody business of JP Morgan, which BONY acquired last year. She is the highest ranking executive to join BONY following the highly publicised merger, which makes the bank the world's second-largest global custodian.

Global custody - the safe keeping of securities and cash on behalf of investors - has been one of the fastest growing businesses for banks in recent years. However, fierce price competition and a growing need to invest in technological enhancements

have led to a wave of consolidations. JP Morgan's custody business was one of the most successful and the decision to sell it to its competitors by surprise. Though a BONY spokesman said that 'the great majority' of JP Morgan's custody clients had agreed to the acquisition, the physical conversion of the two banks' computer systems will take at least a year. Industry consultants believe that this conversion process is the greatest challenge for an acquirer because any disruption is likely to provoke swift client defections. *Norma Cohen*

## Unilever portfolios

Unilever has announced changes in directors' responsibilities under the board reorganisation which takes effect on September 1.

The seven-member executive committee of the board will be co-chaired by Niall Fitzgerald and Morris Tabak, respectively chairman on that date of the group's UK and Dutch arms. Other members are Len Kerner, category director foods; Clive Butler, home and personal care; Iain Anderson, industrial, also responsible for strategy and technology; Hans Eggertstedt, financial director and Jan Peelen, personnel director.

Presidents have been named to four of the 14 new business groups. They

are Roy Brown, food and beverages; Europe; Antony Burgmans, ice cream and frozen; Europe; RM Phillips, home and personal care; North America; and Olko Muller, who will handle Foods Europe in 1998 and will then commence handover to Brown. He will remain at Unilever's annual general meeting in May 1997.

Two other directors will retire at the same time: Ashok Ganguly, research and engineering director, and Christopher Jemmett, who will sit on the executive committee with responsibility for guiding the introduction of the new business groups.

## Hard Rock faces music

Rank Organisation, the UK leisure industry conglomerate, has turned in to the US music industry to find a new chief for its Hard Rock Cafe chain. Jim Berk, 35, who was responsible for the Grammy awards at the National Academy of Recording Arts and Sciences Foundation in California, has been appointed chief executive of Hard Rock Cafe International, based in Orlando, Florida.

Berk replaces Art Levitt who was poached by Walt Disney to head a new Disney division which will launch several new ventures ranging from sports restaurants to multi-use entertainment centres in the US and overseas. Levitt, 33, son of the US SEC chairman Arthur Levitt, had been brought in by Rank after the entrepreneurial Robert Earl, 43, went off to set up his Planet Hollywood chain. The Hard Rock brand could easily have withered on the Rank vine, but Levitt has reorganised it and turned it into one of the fastest growing parts of the Rank empire. Berk and can be expected to take the restaurant chain back to its musical roots.

Riccardo Pigliucci (left), who lost out in the contest for the top job at Perkin-Elmer, the US analytical instrument maker, has resurfaced in the UK as chief executive of Life Sciences International, the UK laboratory equipment maker.

Pigliucci, 49, resigned as Perkin-Elmer's chief operating officer last May after the group went outside for a new chief executive. He joined the group from Italy and had worked for Perkin-Elmer for 25 years. Life Sciences International, which has sales of \$200m a year and employs 2,500 people, is less than half the size of Perkin-Elmer and has been rumoured as a likely bid target. *Motoko Rich*

Europe, Asia and the Middle East.

■ Nick van der Linden has departed as a managing director with Rabobank, the equity trading arm of RABOBANK, following disagreements over strategy. The Dutch cooperative said.

■ Claire Mialaret and Philippe Richard are appointed deputy managing directors at HAVAS MEDIA COMMUNICATION.

■ Italian media group FININVEST has appointed to the board Salvatore Sciascia, its director in charge of tax affairs.

■ Roger Vines has been elected a vice president of the ALUMINUM COMPANY OF AMERICA.

■ Anchuman Misra has been appointed general manager in India for SEC WORLD.

## International appointments

Please fax announcements of new appointments and retirements to +44 171 873 3326, marked for International People. Set fax to 'line'.

# PremierOil increases net profit by 179%

## Preliminary Results for 1995

- Net profits up 179% at £25.1 million due to a 66% increase in production.
- Earnings per share increased by 60%.
- Maiden cash dividend of 0.5p per share proposed with share alternative.
- Production averaged 23,500 barrels of oil equivalent per day. Currently at 30,000.
- 3 new UK fields onstream - Fife, Blenheim and Galahad.
- Qadirpur gasfield in Pakistan onstream at 200 million cubic feet per day - Premier's first significant international production.
- Major refinancing completed March 1996. \$150 million 10 year US private placement and \$200 million 7 year bank facility.

Charles Jamieson, Chief Executive, comments: "Premier has set itself challenging targets for growth and profitability over the next 3 years. These record results based on a solid UK production platform and the start of returns from our overseas investment programme significantly strengthen our position as an international exploration and production company. The declaration of a maiden dividend is an indication of our confidence in the future."

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## COMMODITIES AND AGRICULTURE

## Cuba 'on target' for 4.5m-tonne sugar crop

By Pascal Fletcher in Havana

Cuban government officials say sugar production from Cuba's 1995-96 cane harvest has already reached 2.5m tonnes and they are openly confident that the island will achieve this season's official harvest target of 4.5m tonnes.

"I'm sure of it. We're going to make it," Cuba's Sugar Minister, Mr Nelson Torres, said.

"We've already reached 2.5m tonnes," he added.

He was speaking at the Manzalila sugar mill in Havana province, one of three of the island's 156 sugar mills that have completed their production plans more than a month before the scheduled end of the 1995-96 harvest.

Mr Torres' statement was an unusually categorical expression of confidence in this season's sugar harvest. Cuban officials are normally shy of making output estimates, especially before the harvest has ended.

Government planners have linked the island's overall prospects for economic recovery this year directly to the achievement of the 4.5m tonne sugar target, which is still far below pre-1990 levels of between 7m and 8m tonnes.

Last season's disastrous harvest of 3.3m tonnes, the lowest in more than 50 years, was a major black spot amid otherwise encouraging signs that Cuba might be slowly emerging from the severe recession caused by the collapse of its

trade and aid ties with the former Soviet Union.

Cuba needs to increase its sugar production by at least 1m tonnes to meet existing heavy supply commitments and pay back more than \$100m in credits loaned by foreign banks and trade houses to finance essential inputs for the harvest. Its ability to obtain future credits depends on its successful fulfilment of the existing financing contracts.

Mr Torres said that the heavy rains that swept over Cuba a week ago, temporarily disrupting deliveries 113 mills, would set back the harvest schedule by a few days but would not threaten the sugar output target.

The former Soviet Union, the world's largest producer of honey, has until now been a minor player in world markets, exporting a mere 6,000 tonnes out of a total production of 231,000. This is unlikely to change in the near future, say European honey experts, though some samples of good quality Siberian honey have recently been sent to Europe for testing. There is continuing unease about levels of pollution in parts of the FSU, and uncertainty about provenance and continuity of supply.

China is the world's largest exporter and second largest producer, last year shipping 53 per cent of its total production of 150,000 tonnes. Chinese pro-

duction is sold mostly for blending into multifloral table honey, honey used for spreading by the domestic consumer. Multifloral table honeys account for 80 per cent of UK honey sales, the remaining 20 per cent being monofloral "specie" table honeys.

Sales have also remained largely unaffected by the latest surge in prices, UK retail sales having fallen a mere 1 per cent last year. But honey packers and importers have so far borne the brunt of the price increases. Raw honey prices are expected to continue to increase over the next few months. Nestle, the UK market leader is confident that honey in general, and its brand Gales in particular, will hold their own.

The price of Chinese honey has now bounced to \$1,200, drawing the others up with it.

Following the dramatic price fall the Chinese government introduced a system of export licences in an attempt to bring some order to overseas sales. But poor harvests, in China and elsewhere, have played perhaps the most significant part in pulling prices up to present levels.

The 1995 Mexican crop was

more than 50 per cent down.

Due partly to poor climatic conditions and partly to the demoralising effect on beekeepers of previous low prices, a world-wide phenomenon. Two important honey producing provinces had over 50 per cent of their beehives destroyed by hurricanes. The prices of other Central American honeys have risen in consequence; those from Guatemala and El Salvador by over

25 per cent since September.

Drought is having a linger-

ing effect on harvests in both

Australia and Argentina, while

the impact of unusually heavy

rains in China's northern prov-

inces are expected to be felt at

least until the new crop is har-

vested in the early summer.

There are at present 7.5m

domestic bee colonies in China,

with an average annual yield

of 25kg. Some Chinese analysts

have suggested the country

could support as many as 25m

hives on the strength of nectar

availability.

But China-US trade, which at

one time reached 30,000 tonnes

has dropped off to 20,000, cur-

tailed by successful anti-

dumping action and the imposi-

tion of significant import

quotas.

The diversion of Chinese pro-

duction to satisfy US demand

at high prices – has, neverthe-

less, been partly responsible for

the shortfall in supplies to

Europe, and consequently the

price rises.

Another subject of concern

to China and traders alike is

the possible repercussions of

an increase in domestic

demand. Per capita consump-

tion is now 100 grammes, but

distribution within China is

poor. An increase in consump-

tion to 150 grammes, would

be particularly sought after, but

beekeepers, with scientifically

proven medicinal properties, fetches

the highest premium in

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Total UK production is only

over 4,000 tonnes, compared with

over 30,000 in France. Spain has

over 100,000 tonnes of that is from

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European beekeepers are

concerned that they will be un-

able to compete when tariffs on

imports from third countries

are lowered, then removed, fur-

ther jeopardising an industry al-

ready badly affected by the spread

of disease, says Mr Ged Marshall,

a director of British Honey Pro-

ducers and vice chairman of Copra,

the organisation of EU farm-

ers.

"The trade's requirements

remain the same," says Mr Ste-

phen Beaty, who quite regu-

larly receives samples from produc-

ers in India and Africa. "They are

potentially quite significant

exporters, but have yet to

meet our criteria, on quality,

price or both."

Importers have borne the brunt of recent price rises, writes Alastair Guild



EU beekeepers are concerned that they will be unable to compete when tariffs on third country imports are lowered.

10,000 tonnes of that is from China.

Chinese honey is having a linge-

ring effect on harvests in both Aus-

tralia and Argentina, while the im-

pact of unusually heavy rains in

China's northern provinces is ex-

pected to be felt at least until the

new crop is harvested in the early

summer.

There are at present 7.5m do-

mestic bee colonies in China,

with an average annual yield

of 25kg. Some Chinese analysts

have suggested the country

could support as many as 25m

hives on the strength of nectar

availability.

But China-US trade, which at

one time reached 30,000 tonnes

has dropped off to 20,000, cur-

tailed by successful anti-

dumping action and the imposi-

tion of significant import

quotas.

The diversion of Chinese pro-

duction to satisfy US demand

at high prices – has, neverthe-

less, been partly responsible for

the shortfall in supplies to

Europe, and consequently the

price rises.

Another subject of concern

to China and traders alike is

the possible repercussions of

an increase in domestic

demand. Per capita consump-

tion is now 100 grammes, but

distribution within China is

poor. An increase in consump-

tion to 150 grammes, would

be particularly sought after, but

beekeepers, with scientifically

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## Destocking gives the nickel market a 'breathing space'

By Kenneth Gooding, Mining Correspondent

The nickel market had gained a "breathing space" because of the present state of destocking by consumers of stainless steel – which accounts for two thirds of demand for nickel. But it would soon become "tight and excited," warned Mr Ivor Kirman, marketing director of Inco Europe, part of the western world's biggest nickel

group, yesterday.

## INTERNATIONAL CAPITAL MARKETS

## Part of recent losses regained

By Samer Iskander in London and Lisa Bransten in New York

International government bonds took a respite yesterday from last week's gloom and recovered part of their recent losses. However, traders are still divided over the future direction of yields.

Although economic fundamentals point to the need for further rate cuts in Germany, France and possibly the UK, some analysts continue to fear a repeat of 1994, a very bad year for most bond markets.

Economists at Deutsche Morgan Grenfell predict that "the bull market is over for now and, by year-end, yields should be higher". They also expect German yields to be below those on US Treasuries.

This last view is shared by Mr Simon Briscoe, an economist at Nikko in London. According to him, the cross-over of German and US yields should pave the way for a decoupling of European bonds from US Treasuries.

■ UK gilts opened lower following last Friday's weak performance, but climbed steadily throughout the day. The benchmark 7½ per cent gilt due 2006 ended 4½ higher at 952. Liffe's June 10-year gilt future settled at 96.28, up 0.05.

A rumour also circulated about the possibility of a two-percentage point rise in VAT to 17 per cent early next year, in order to bolster state finances.

## GOVERNMENT BONDS

However, market participants are still bullish and expect future data releases to continue to show weak economic activity.

Cut in the discount rate is widely expected, possibly as soon as March 28, but economists warn that it might be delayed if the market remains unstable or the M3 data is exceptionally strong.

Nikko's Mr Briscoe forecasts M3 growth at around 4 per cent, above the Bundesbank's target range of 4 to 7 per cent.

■ French bonds rallied in line with other European markets. The Matif's June notional future ended up 0.40 at 121.56, in technical trading, mostly due to the rolling of positions out of March contracts into the new June maturity.

In the cash market, the benchmark 7½ per cent OAT due 2006 closed up 0.35 at 103.92, yielding 6.70 per cent. This brought the spread over 10-year bonds to 16 basis points, a level considered "not sustainable" after several weeks of tightening.

Analysts are now expecting it to start widening, although "what it will take to trigger [the widening] is not obvious".

a decision, which could lead to a flatter UK yield curve.

said Mr Jonathan Davies, a bond analyst at UBS Ltd.

One such trigger could be a "resumption of the rally in European bonds", said Mr Davies, who believes the strength of the French market is mostly due to domestic switching from tax-free savings accounts - on which rates were recently lowered from 4 per cent to 3.50 per cent - into life insurance contracts and other guaranteed-return funds invested in long-term bonds.

■ US Treasury prices rebounded from Friday's losses in quiet trading yesterday as the market continued to grapple with uncertainty about the strength of the economy.

In the afternoon, the benchmark 30-year Treasury was up 4 at 90.95 to yield 6.78 per cent. At the short end of the maturity spectrum the two-year note was unchanged at 98.5.

Observers expect the market to remain volatile as traders continue to reassess their views about the economy and the potential for inflationary pressures in the wake of surprisingly strong employment figures released at the beginning of the month.

Mr Thomas Poor, who manages short-term bond portfolios at Scudder Stevens & Clark, sees the market as a see-saw balanced between those who believe the job figures are a sign the economy is about to take off and those who think the number was an aberration in a slowing economy.

While the see-saw may be slightly tilted towards those fearful that economic growth is on the rise, Mr Poor said he believes the employment figure was "just a hunch, and will we have a soft landing with a period of slow growth".

Today's figures on February retail sales will be closely watched for signs of whether growth in consumer spending will spur economic growth.

Next week, the Federal Reserve's Open Market Committee is due to consider monetary policy in the index over the last 15 months.

■ Monetary policy, in a survey of Fed-watchers last Friday by MBS International, 57 per cent still expect the Fed to ease policy through the remainder of the year. However, this is down from "nearly all Fed-watchers prior to the February employment report released on March 3".

■ Japanese government bonds ended lower despite a rise in the Nikkei share index. The June 10-year JGB future closed at 118.65, down 0.21, and the June contract on five-year notes fell 0.07 to 112.78.

Sales by institutional investors weighed on the market as the volume of transactions remained very low, which is traditional around the fiscal year-end.

In the past few weeks, JGBs have been immune to the turmoil which affected US and leading European markets.

Japanese 10-year yields fell by about 5 basis points over the past few days, making JGBs the best performing bond market so far in March.

■ Swedish bonds rallied sharply as traders welcomed the outcome of last weekend's Social Democratic Party congress. Optimism over the SDP's determination to tackle public deficits pulled the benchmark 6 per cent bond due 2005 up 1.63 to 82.79, yielding 8.88 per cent. This yield has decreased by 80 basis points in the last week.

■ Other European high-yield bonds also closed higher. Spanish markets were bolstered by hopes that the Popular party may be able to form a government with the support of Catalan nationalists.

On Friday the June futures contract settled at 93.36, up 0.78 on the day, while in the cash market the 10-year yield spread over bonds narrowed to 351 basis points, from 358 points late on Friday.

A stronger lira buoyed the Italian markets. Liffe's June 10-year BTP future settled at 106.57, up 0.22.

The sale on the Nairobi stock exchange will be the biggest in its 42-year history and is expected to reverse the slide seen in the index over the last 15 months.

## Discount pricing for Kenya Airways

By Joel Kibazo

Kenya Airways, the state-owned carrier which is being privatised, yesterday announced that its shares will be priced at KSh1.25 a share, in the country's largest share flotation.

The offer for 48 per cent of the company has been priced at a deep discount to the asset value of KSh1.33 a share in a bid to ensure that a wide cross-section of the Kenyan public can participate in the sale. The company is valued at around \$100m.

Analysts expect the four-week offer, which opens next Monday, to be oversubscribed. Around 34 per cent of the stock has been set aside for the Kenyan public and institutions and 14 per cent for international investors, particularly the growing band of specialist Africa funds.

The government is to retain 23 per cent of the newly privatised company while 3 per cent of the shares will be retained for an employee share ownership scheme.

A long history of mismanagement at the 17-year-old airline saw losses hit \$50m in 1992 and a new management team led by Mr Brian Davies, a former general manager at British Airways and South African Airways.

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## Improving tone prompts European bank offerings

By Richard Lapper

The improving tone in government bond markets helped stimulate primary issues yesterday, with European banks particularly prominent.

Syndicate managers said the markets have now fully discounted recent shifts in interest rate expectations and investors were becoming less defensive in this approach.

Mr Joseph Dryer, head of new issues at Paribas Capital Markets, said: "The wild swings we were seeing 10 days ago have smoothed out. The markets have begun to regain their composure."

Paribas was book-runner on two issues - a \$200m three-year deal for Deka Bank, the German mortgage bank, was also targeted at retail investors, and with Caisse des Dépôts, a FF100m issue for Abbey National Treasury Services.

The four-year KfW deal, priced at 5 basis points above the interpolated curve, was targeted primarily at retail investors, while demand for the 10-year Abbey National issue had come mainly from French

insurance companies and pension funds.

The spread on the Abbey National paper widened fractionally - from 18 to 19 basis points over GAT's - when the bonds were freed to trade. Proceeds were swapped to yield funding at a few basis points under Libor.

## INTERNATIONAL BONDS

Another dollar issue - a \$200m three-year deal for Deka Bank, the German mortgage bank, was also targeted at retail investors. By mid-afternoon 40 per cent of the paper had been placed, according to syndicate managers at BNP Capital Markets.

Launched at 15 basis points on the re-offer price (and 23 basis points at full fees), the spread moved out to between 18% and 19% points when the bonds were freed to trade.

Interest in a \$150m deal for Indoray International Finance, the funding arm of PT Inti Indoray Utama, an Indonesian pulp and rayon pro-

ducer, was heavily institutional, according to syndicate managers at book-runners SBC Warburg.

The company, which specialises in processing dissolving pulp, is one of a handful of Indonesian corporates exploring the fixed-rate sector as an alternative to syndicated loans and floating-rate notes.

Rated BB by credit rating agencies, the Indoray five-year issue is puttable and callable at par within three years and is priced at a spread of 85 basis points over Treasuries.

The spread on a recent Indonesian deal - a five-year Rupiah note made last week by Matrix Putra Primar - has narrowed to 475 basis points, from 520 points at launch.

Romania, which earlier this month received credit ratings to issue a eurobond and a samurai in the first half of this year, Merrill Lynch and Nomura have been mandated to lead the inaugural issues by the National Bank of Romania, which is being tipped to raise up to \$150m with each issue.

## NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees %	Spread bp	Book-runner
US DOLLAR							
AUSTRIA, I. S. 25-8, Tel Abyt	848.75	0.61	100.00	Aug 2004	0.375R	-	J.P. Morgan Securities
MM/COT I. S. 98-8, Cis Abbt	435	0.61	100.00	Mar 2005	-	-	Lehman Brothers
KW International Finance	200	6.125	99.948	Apr 2000	0.225R	+50	Paribas Capital Markets
DekaBank	200	6.125	99.988	Apr 1999	0.2125R	+150/-99	Sec Warburg
Indoray Intl Financial	150	10.00	99.938	Mar 2001	1.04R	+360/-99	-
D-MARKS							
Rheinsche Hypo	500	5.50	98.065	Dec 2001	0.275	-	Commerzbank/JPM/US
SWISS FRANCE							
Heitcks Finance	400	3.78	102.00	Dec 2000	2.00	-	Credit Suisse
Bayerische Landesbank	100	4.00	103.35	Mar 2001	2.00	-	Merrill/Zurcher KB
FRENCH FRANCE							
Abbey Nat Treasury Services	3bn	6.75	99.11R	Apr 2005	0.35R	+187.5/-95	Banque Paribas/CGC
LUXEMBOURG FRANCE							
CCB	2bn	5.75	102.80	May 2000	1.625	-	BCS/OML
ITALIAN LIRE							
Deutsche Bank Finance	200bn	9.25	100.955	Apr 1998	1.125	-	Deutsche Morgan Granell
ESCUOS							
Kingdom of Sweden	10bn	6.75	100.00	Apr 2001	undisc	-	Banco ESSI

Final terms: non-callable unless stated. Yield quoted for relevant government bond at launch supplied by lead manager. \* Floating rate. \*\* Red or re-offer rate. \*\*\* face value of the bond. \*\*\*\* face value of the bond. \*\*\*\*\* face value of the bond. 1/11/95. 1/12/95. 1/13/95. 1/14/95. 1/15/95. 1/16/95. 1/17/95. 1/18/95. 1/19/95. 1/20/95. 1/21/95. 1/22/95. 1/23/95. 1/24/95. 1/25/95. 1/26/95. 1/27/95. 1/28/95. 1/29/95. 1/30/95. 1/31/95. 1/32/95. 1/33/95. 1/34/95. 1/35/95. 1/36/95. 1/37/95. 1/38/95. 1/39/95. 1/40/95. 1/41/95. 1/42/95. 1/43/95. 1/44/95. 1/45/95. 1/46/95. 1/47/95. 1/48/95. 1/49/95. 1/50/95. 1/51/95. 1/52/95. 1/53/95. 1/54/95. 1/55/95. 1/56/95. 1/57/95. 1/58/95. 1/59/95. 1/60/95. 1/61/95. 1/62/95. 1/63/95. 1/64/95. 1/65/95. 1/66/95. 1/67/95. 1/68/95. 1/69/95. 1/70/95. 1/71/95. 1/72/95. 1/73/95. 1/74/95. 1/75/95. 1/76/95. 1/77/95. 1/78/95. 1/79/95. 1/80/95. 1/81/95. 1/82/95. 1/83/95. 1/84/95. 1/85/95. 1/86/95. 1/87/95. 1/88/95. 1/89/95. 1/90/95. 1/91/95. 1/92/95. 1/93/95. 1/94/95. 1/95/95. 1/96/95. 1/97/95. 1/98/95. 1/99/95. 1/00/95. 1/01/95. 1/02/95. 1/03/95. 1/04/95. 1/05/95. 1/06/95. 1/07/95. 1/08/95. 1/09/95. 1/10/95. 1/11/95. 1/12/95. 1/13/95. 1/14/95. 1/15/95. 1/16/95. 1/17/95. 1/18/95. 1/19/95. 1/20/95. 1/21/95. 1/22/95. 1/23/95. 1/24/95. 1/25/95. 1/26/95. 1/27/95. 1/28/95. 1/29/95. 1/30/95. 1/31/95. 1/32/95. 1/33/95. 1/34/95. 1/35/95. 1/36/95. 1/37/95. 1/38/95. 1/39/95. 1/40/95. 1/41/95. 1/42/95. 1/43/95. 1/44/95. 1/45/95. 1/46/95. 1/47/95. 1/48/95. 1/49/95. 1/50/95. 1/51/95. 1/52/95. 1/53/95. 1/54/95. 1/55/95. 1/56/95. 1/57/95. 1/58/95. 1/59/95. 1/60/95. 1/61/95. 1/62/95. 1/63/95. 1/64/95. 1/65/95. 1/66/95. 1/67/95. 1/68/95. 1/69/95. 1/70/95. 1/71/95. 1/72/95. 1/73/95. 1/74/95. 1/75/95. 1/76/95. 1/77/95. 1/78/95. 1/79/95. 1/80/95. 1/81/95. 1/82/95. 1/83/95. 1/84/95. 1/85/95. 1/86/95. 1/87/95. 1/88/95. 1/89/95. 1

## MARKETS REPORT

## D-Mark slips as Swedish krona leads the way

By Philip Gowan

The D-Mark traded lower on the foreign exchanges yesterday as a strong performance from the Swedish krona spilled over into more generalised D-Mark weakness.

The krona's performance followed the performance by Mr Goran Persson, the incoming prime minister, at the weekend conference of the Social Democratic party. He allayed fears that his accession to the country's top job would mark a return to the larger state previously associated with the "Swedish model", which predated more recent policies of fiscal stringency.

The krona closed in London at Skr1.557, from Skr1.588. The lira rallied on the krona's good performance, finishing at Lir1.059 against the D-Mark, from Lir1.062.

Volumes in the markets remained thin, with many currencies still confined to fairly narrow ranges. The dollar fin-

ished at DM1.4742, from DM1.475. Against the yen it closed at Y106.01, from Y105.9.

There is little sense in the market of what might provide markets with some fresh trading direction.

Sterling made ground

against both the D-Mark and the dollar, finishing at DM2.258, from DM2.249, and at \$1.5317 from \$1.5238.

Led by the krona, it was a day for the "high-yielders". Mr Persson's performance was taken by the market as representing a defeat for the left of his party, leaving the government's fiscal policy still intact.

Mr Brian Martin, economist at Barclays in London, said he doubted whether the krona could rally much beyond

Sk1.50. "In an environment of weak European growth, it would be very hard for exporters to compete beyond that." Exports are a key engine of economic growth in Sweden, and some observers believe the government would be keen to maintain some degree of exchange rate competitiveness.

The broader move into "high-yielders" would appear to reflect the high yield premium some of these currencies enjoy — more than compensating for any actual or anticipated discrepancies in inflation.

Mr Terry Smeeton, head of the Bank of England's foreign exchange division, made some interesting comments to the Dow Jones Telerate conference in London on the disjunction between growing turnover and declining liquidity in foreign exchange markets.

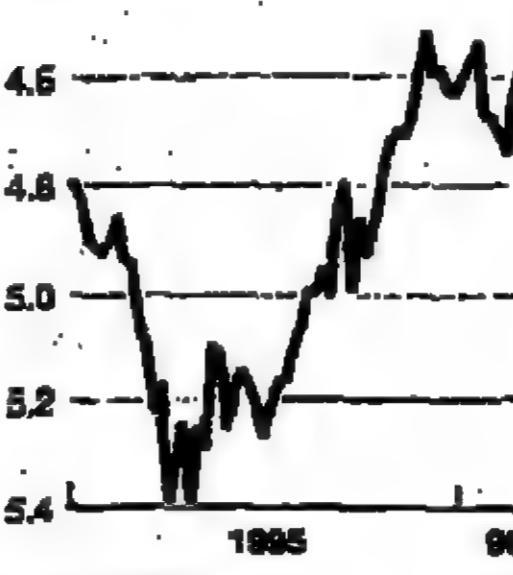
"The increased profile of the D-Mark in Europe undoubtedly means that liquidity, which

was formerly concentrated on the dollar-based markets, is now split between the dollar-based element and the DM-based element." Such is the heightened profile of the D-Mark in Europe, he said, that these markets now often have more liquidity than those which are dollar based.

Mr Smeeton also made reference to the "decline of the job-

## Swedish Krona

Against the D-Mark (Skr per DM)



Source: FT Estat

banking of the FX markets".

He pointed out that around ten years ago, there were a number of large and medium sized banks which always put prices into the market in modest amounts, maybe £3-5m. They saw significant volumes of business during the course of a day and made a couple of points spread on the business they quoted.

"That style of dealing and those institutions which engaged in it have either disappeared or moved towards seeking more customer orientated business."

Mr Smeeton cited two other factors which contributed to declining liquidity. One was, paradoxically, the increased importance of customer business, and the fierce competition to get it. He said the declining portion of overall market activity represented by interbank business, showed

"that the capacity of the banks to absorb customer business without reflecting all of the

orders immediately in the market is greatly reduced."

"Liquidity is there for the customer and, at a price, for the bank involved, but liquidity is not necessarily there on both sides of a price. Normally, one side is very liquid... If you deal on the liquid side of the price then you often have to accept that liquidity will only be found at an inferior price level."

The other factor was the new generation of dealers, some of whom preferred "the detachment of the computer" to the spoken word. "Such an individual is less likely to provide support prices and to feel any responsibility for market liquidity than was his more extrovert predecessor."

Source: FT Estat

Mr Smeeton also made reference to the "decline of the job-

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market" and the "loss of direct access to the market" by the smaller banks





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# OFFSHORE AND OVERSEAS

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Bermuda - Bermuda Monetary Authority  
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 Exit charges - Charge made on sale of units.  
 Selling price - Bid or redemption price.  
 Buying price - Other or issue price.  
 Tax - Tax rates shown alongside the fund manager's name is the rate of the fund's valuation point, unless indicated by one of the following symbols:

(A) - 0.001 to 1.00% charge  
 (H) - 1.01 to 14.00 hours  
 (M) - 14.01 to 17.00 hours  
 (U) - 17.01 to midnight  
 E - Exit charge on sale of units.  
 C - Manager's periodic charge deducted from capital.  
 F - Accrual pricing F - Forward pricing  
 D - Deduction free of UK taxes.  
 P - Periodic premium insurance plan.  
 S - Single premium insurance.  
 (C) - Designated as a UCITS (Unternehmen für Collective Investment in Transnational Securities).  
 (I) - Listed price includes all expenses except agent's commission.  
 (P) - Previous day's price.  
 (G) - Germany gross.  
 (T) - Yield before Jersey tax.  
 (D) - Ex-distribution, red - ex-dividend.  
 (C) - Only available to charitable bodies.  
 (Q) - Yield column shows annualised rates of NAV increase.

## MARKET REPORT

## Good results and bid hopes drive shares higher

By Steve Thompson,  
UK Stock Market Editor

A big bounce in the financial stocks, plus the knock-on effect of strong US equity and bond markets, saw shares in London make rapid progress yesterday.

The stronger tone in US Treasury bonds reversed an early slightly easier trend in gilt, which also contributed to the much better feeling around the UK equity market.

The FT-SE 100 index comfortably regained the 3,850 level surrendered last Friday, and closed in very good heart. Second-liners, meanwhile, gave another good performance, with the FT-SE Mid 250 index fin-

ishing the day up 17.3 at 4,244.5.

A fresh burst of actual and rumoured takeover news added to the general air of optimism, as did a long list of generally encouraging corporate trading statements.

Dealers said they expected London to continue to gain ground as long as the US bond market held steady. "With Wall Street in good shape, we should be fine," said the head trader at one of the UK securities houses.

He warned, however, that there is plenty of room for upsets in the market this week from a long list of economic data due from the US, the UK, France and Germany.

On the domestic front, tomorrow

brings retail sales numbers and M4 money supply numbers, while February's inflation figures are due on Thursday. German M3 money supply figures are scheduled for release on Wednesday. European markets reacted extremely nervously late last week to rumours that the figures could be much worse than previously thought.

London made a bright start to the day, with an initial 2-point gain in the Footsie, equating to a rise of nearly 14, after allowing for almost 12 points of ex-dividend among the constituents.

But a mini-wave of bid speculation and news, plus the boost from Wall Street, saw the index move up

a gear and hit a session's peak of 3,870.2, up 25.4, before coming off the top at the close.

The Dow Jones Industrial Average galloped ahead from the outset, rising more than 40 points, and had posted a 54-point improvement at 8pm London time.

Banks and insurances provided

eight out of the top 10 Footsie performers, with dealers pointing out that the banks had underperformed the market by 6 per cent last week and were due for a rally. Lloyds TSB, badly hit by worries about the mortgage price war, climbed more than 4 per cent, while the composite insurances drew strength from more settled bond markets.

The takeover/merger speculation in Cable and Wireless boiled up again, but cooled in mid-session after the group denied that any further talk had taken place.

The FT-SE Mid 250 was given a lift by a 33 per cent surge in Unitech, as the market braced itself for a bid of around £50 to 60p a share

from Siebe. Unitech was the Footsie's most heavily traded stock and endured a choppy session after the group hosted a meeting of analysts and institutional shareholders.

Turnover in equities at the open reading amounted to 576.1m shares. The value of customer business on Friday was put at £1.7bn.

## Insurers spring forward

Composite insurers are in a spring in their step as Credit Lyonnais Laing took a more sunny view of the sector's prospects.

The broker has been downbeat on the stocks for several months but now feels they have been hit hard enough.

Analyst Mr David Hudson commented: "The sector is now on a per cent yield premium to the market - it has only hit that level twice in the past 25 years and both times the industry was in crisis."

Mr Hudson has put out a straight buy recommendation on Commercial Union, the preferred group for most analysts because of its exposure to a more healthy life insurance market. And he has moved to a hold on Royal Insurance.

Also, relief seeped into the sector from more buoyant UK and US bond markets, to which the composites are exposed. CU rose 8% to 57.5p, Royal 10 to 35.6p, General Accident 8% to 62.2p and Guardian Royal Exchange 6 to 22.2p.

## Siebe slides

Leading engineer Siebe crashed to the bottom end of the Footsie rankings as concern about a possible issue of new equity sparked profit-taking.

Late on Friday Siebe announced the purchase of a 25 per cent stake in electronics

group Unitech and left the door open to an outright offer. So far it has used cash, but analysts yesterday argued that some sort of paper mix might eventually be needed if Siebe were to go ahead with a full takeover.

Siebe shares fell 18 to 82.6p, having been a strong mover lately. The stock has outpaced the market by 6 per cent over the past month.

Unitech, in contrast, powered ahead by more than a third, closing 17.3p higher at a new peak of 68.8p. City bets on the takeover price are punched up to the 60p to 67.0p levels.

Siebe acquired its Unitech stake from Swiss utility Elektrotrott. The utility has 42 per cent of UK components supplier Eurodis Electron. The latter added 11 at 25.5p.

Glynwed International climbed 13 to 35.1p following an optimistic trading statement and some modest broker upgrades. BZW moved up by 23p to 105m for 1996.

However, nervousness increased in the afternoon and

company will be making any sizeable acquisitions in the near future."

Troubled tobacco group B&T Industries failed to shrug off worries about its US operations.

The shares were down 5, as the company began its briefing on the implications of a class action settlement by Liggett, the maker of Chesterfield cigarettes.

However, the fall included the effect of the stock going ex 14.75p net dividend.

B&T told analysts that US trading would not be adversely affected. Also, Kilmorow Brothers included B&T as one of its key income plays. The broker said that the company's overseas earnings and foreign income dividend made it a good defensive investment under a Labour government. And it believes the Liggett worries are overdone.

Perhaps the main nugget to emerge from the Sunday news-

papers was the suggestion that BT and G&W were far closer on price than most analysts had hitherto suspected. BT closed 4 better at 35.1p.

Nynex CableComms added 4 at 10ip as a series of meetings with institutional investors got under way. The cable group is apparently upbeat on the trading outlook.

The surprise statement that Southern, of the US, is to offload 50 per cent of South Western Electricity pitched some cold water on to the bid hopes within the sector.

Not only could some 3,000m to 3,500m of assets be sold up but some potential bidders could be removed. "One or two of the names in the frame for buying a rec - such as Tractebel, of Belgium - could be satisfied by buying 10 per cent of SWEA," said Mr Matthew Siebert of ABN Amro Hoare Govett.

The potential bid targets in the sector are East Midlands, a penny off at 55.7p, London, up 2 at 72p, Northern, 3 ahead at 63.9p, and Yorkshire, 6 higher at 75.9p.

Among leisure issues, Rank Organisation hit an all-time high as the shares rose 5 to 50ip. Dealers said that Rank will be one of the biggest beneficiaries of the proposed changes to UK gaming regulations.

They also said recent management changes at the company should help boost its prospects. However, volume in the stock remained light.

Among properties, a better than expected improvement in net asset value (nav) per share from Hammerson, the UK's fourth largest property group, cheered the market. The shares hardened 6 to 342p.

Bid talk continued to surround spirits group Allied Domecq, and the shares firms 10% to 49ip in trade of 1.6m.

Housebuilder Wilson Bowden dropped 14 to 405p following cautious post-results meeting with analysts. The shares hardened 6 to 342p.

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Housebuilder Wilson Bowden dropped 14 to 405p following cautious post-results meeting with analysts. The shares hardened 6 to 342p.

## FINANCIAL TIMES EQUITY INDICES

Mar 18	Mar 19	Mar 14	Mar 13	Mar 12	Yr ago	High	Low
Ordinary Share	2743.8	2731.4	2759.2	2736.5	2729.3	2818.8	2607.9
Ord. div. yield	3.86	3.87	3.92	3.95	4.45	4.73	3.75
Ordinary Share	1,000	1,000	1,000	1,000	1,000	1,000	1,000
P/E ratio (11)	15.17	18.11	18.29	18.16	16.13	18.2	15.17
Ordinary Share index since 1976	2782.0	1801.0	194	24.2	24.2	24.2	24.2
Open	9.00	10.00	11.00	12.00	13.00	14.00	15.00
Close	9.70	10.70	11.70	12.70	13.70	14.70	15.70
High	9.70	10.70	11.70	12.70	13.70	14.70	15.70
Low	9.00	10.00	11.00	12.00	13.00	14.00	15.00

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# WORLD STOCK MARKETS

# مکان من الاعظم







Banking: by Simon Davies

## Bigger is better as rivalry intensifies

Recent results show the sector's resilience but consolidation is on the cards

Hong Kong's banks have been under siege. Deregulation has brought in increased competition at a time of collapsing property prices - a combination that led the rating agency Moody's Investor Services to say that the sector is on "its journey down". Nonetheless, predictions of the sector's demise look somewhat premature.

Competition in Hong Kong's oligopolistic banking sector has not been quite the boon to consumers that was expected. Interest rate deregulation has so far led to a flattening of banks' lending margins, because increased savings and lukewarm loan demand have meant that there is no fight on for deposits. The margin between prime lending rates and deposit rates is currently 53 basis points above its long-term average, boosted by the recent fall in interest rates.

More surprising has been the absence of any bruises from the latest fall in the Hong Kong property market. Around 42 per cent of bank lending is made directly to the property market, and both residential and commercial property prices have collapsed. Mr Stephen Li, head of research at Jardine Fleming, says: "There has been a 30 per cent fall in property prices, but no pick-up in deposits."

Provisions against non-performing loans remain at below 1 per cent, which might raise some concern. But Asia Equity, a regional stockbroker, estimates that even after the recent property market decline, mortgages outstanding are 62 per cent of the value of the underlying mortgaged assets.

The three most significant

contributors to the well-being of Hong Kong's banks, US interest rates (the Hong Kong dollar is pegged to the US dollar), the property market and economic growth in Hong Kong and Southern China, are all pointing towards further recovery for the banking sector. ING Barings is forecasting 16 per cent earnings growth for the sector in 1996 and a similar figure for 1997.

Balance sheets are robust by world standards, and are getting stronger, since the banks are obliged to reveal their inner reserves - hidden profit reserves used to smooth earnings - during 1996. Banks are also being forced to disclose their capital adequacy ratios this year, and these also look conservative. For example, Bank of East Asia, which has one of the highest loans/deposit ratios and high exposure to both the property market and China, still has a capital adequacy ratio of 18.4 per cent, which must make it the envy of many western competitors.

Many of the banks also have hidden assets in the form of investments in property and shares. Bank of East Asia estimates that if it had revalued its property portfolio last year, it would have shown a surplus of HK\$4bn, while Hang Seng Bank has more than HK\$4bn of paper profits on stock market investments. And mortgage lending has proven to be far less risky in the volatile Hong Kong market than in the UK and US. Standard Chartered says it has yet to make a loss on any Hong Kong mortgage.

Nonetheless, it is going to get tougher. In the mortgage market, competition has knocked 0.5 percentage points

off the spread between mortgage rates and the prime rate - the benchmark for loans.

There has also been significant competition on arrangement fees. And as the property market shows signs of recovery, there is likely to be greater competition for deposits.

Hong Kong's banks are well placed to compete. Their costs as a percentage of income are far lower than in developed economies, helped by the fact that they own an average of 50 and 80 per cent of the properties they use. Moreover, wage inflation is slowing and salaries account for around 60 per cent of overall costs.

The big banks are going to fare better. With 500 banks and deposit-taking companies fighting for business in Hong Kong, competition is bound to take its toll. But those banks with the largest branch networks will be in a stronger position to win deposits, particularly since the absence of deposit insurance favours the stronger banks.

Some consolidation in the banking sector looks inevitable in the face of competition and technology upgrades. Thus far, the only mergers have been sparked by bank collapses. The family holding structure of most banks means that hostile bids are unlikely. But as the handover to China approaches, some of the banking families may be persuaded to cash in Hong Kong assets. And, as Hong Kong becomes part of China, it will increasingly create opportunities for developing banking networks within southern China; opportunities that will only be available to the bigger banking groups.

Ms Carmel Weilso, banking analyst at ING Barings, says: "Hong Kong banking will become much more competitive, but as Hong Kong becomes part of China, the pie is going to become so much bigger."

Investment banking: by Louise Lucas

## Tactics change as fight gets tougher

Merchant bankers are developing new strategies to meet the demands of the Asian market

Mr Trevor Bush, a carefully spoken Brit not given to hyperbole, pinches himself before going to bed every night. "It's so good," says the managing director of NatWest Markets of the first few months of 1996.

On the evidence to date, and even allowing for China's increasingly virulent sabre-rattling across the Taiwan Straits and a turn in sentiment on Wall Street, 1996 has certainly been kind to the colony's investment bankers. Up until Monday March 11, stock markets throughout Asia were rising in Hong Kong the benchmark Hang Seng Index gained as much as 15 per cent before retrenching on Wall Street and China's war games.

But even as sentiment grows queasy, brokers are winning - volatility and still-heavy trading volumes ensure the picture for them is better than the one presiding over much of the past two years. The impact may be harder on the primary market, where China issues had - pre-war games - been tilted to put in a strong showing this year.

In the more sombre mood generated by this threat to South East Asian security, question marks still hang over a host of deals shelved during the bleaker days of the past two years. Yet, outside China, power and other infrastructure developments are attracting project financiers to the likes of Thailand and the Philippines.

The investment banks themselves believe they are in good shape to meet the demands of their sector. Lessons have been learned, in some cases brutally: the (mostly US) banks that marshalled big and expensive workforces on the promise of a bonanza from China have cut back on staff numbers and made salary and benefits packages more realistic.

Mergers have now raised the profile and increased the power of the European banks. This is especially true in the case of SBC Warburg - created by the union of the UK bank's secondary equities business in the region and Swiss Bank Corporation's bond activities and trade finance business.

But it will not be, and indeed is not, plain sailing. In Asia, as elsewhere, investment banking is at something of a crossroads. Mr Thaddeus Bezzak, president of J. P. Morgan Securities Asia, says: "The investment banking business is going through an enormous transition, and the power is shifting to those who have the capital."

Mr Rodney Ward, chairman Asia Pacific for the newly merged SBC Warburg, believes the odds are stacked in favour of the global operators and those local firms that have the right kind of contacts and knowledge. "In between," he says, "is a large marzipan layer. And they are going to have a pretty tough time of it." Just how tough is reflected in the private comments of one banker. "Very few investment

In Asia, as elsewhere, the sector is at a crossroads

merchant banks are making money in Asia except on proprietary trading because it's more expensive and you don't have the big deals that you have in the US and Europe," he says.

While public confessions of such difficulties are rare, strategies are certainly being revised. Salomon Brothers Asia, which last year shed some 50 members of its 300-strong Hong Kong team, primarily in administration, and a further handful in other offices in Asia, has dropped certain facets of investment banking - such as project finance. It remains, however, an eager participant in the capital markets, with both debt and equity capabilities.

"You have to have the full armoury," says Mr William Phillips, managing director, "although it's the equity related side that tends to have the highest margins." Proprietary trading, he adds, is a good engine for Salomon Brothers globally, although the size of Asia's fixed income market (excluding Japan) means the opportunities are smaller.

Project finance is something that was axed by Salomon in Hong Kong and which is being given a wide berth by a number of bankers. "It's not interesting for us, it's very labour intensive," says Mr Phillips.

Banking in China: by Simon Davies

## Poised for a capitalist onslaught

It is a tantalising prospect for Hong Kong's banks in neighbouring Guangdong Province alone, there are more than 65m of the wealthiest people in China, with 15 years of economic transformation under their belts and virtually no choice as to what to do with their hard-earned cash.

As Mr John Bond, chief executive of HSBC Holdings, the global group that is Hong Kong's biggest banker, says: "It would be an act of folly for us to be in building up a network in China."

There is no doubt that the Chinese authorities have put banking reform at the top of their agenda, but there is a long way to go. Mr Stephen Li, head of research at Jardine Fleming Securities, says: "Chinese banks have never operated as commercial organisations. They have had no choice as to whom they lend to."

Moreover, the Chinese authorities are unlikely to want to open the floodgates to foreign banks until domestic banks are capable of competing.

At present, Chinese banks are faced with negative lending margins - due to indexation of deposit rates, they are forced to pay out substantially higher interest to depositors than they receive from loans.

Four mainland banks have been turned into independent corporate entities, but they would not pose much competition for the more technologically advanced foreign banks.

Nonetheless, the Hong Kong

banks are preparing for an onslaught. All the leading banks have established branches or opened representative offices in a number of the largest Chinese cities. At present, these are licensed only for dollar business, and the offices are used primarily to service Hong Kong clients based in China.

REA's China operations, almost exclusively property lending, now account for around 10 per cent of its assets and made up around 15 per cent of its profits last year.

The next possible move for Hong Kong banks would be the licence to take deposits.

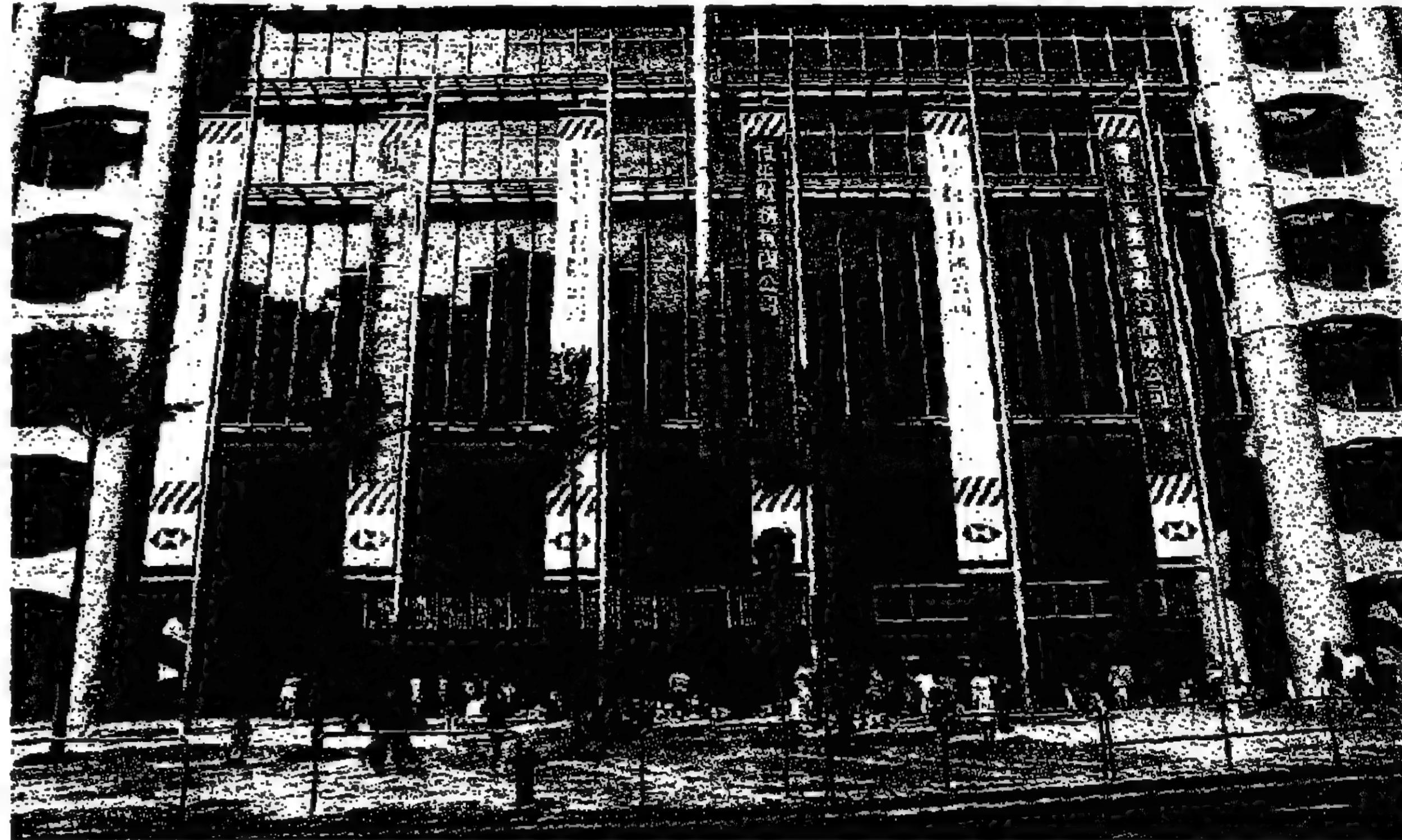
This would be scarcely profitable, but would enable the banks to build up a client base in preparation for full competition.

Mr Bond says: "We are anticipating the day that we can do Renminbi business, but we believe that will only happen when we get full convertibility of the RMB."

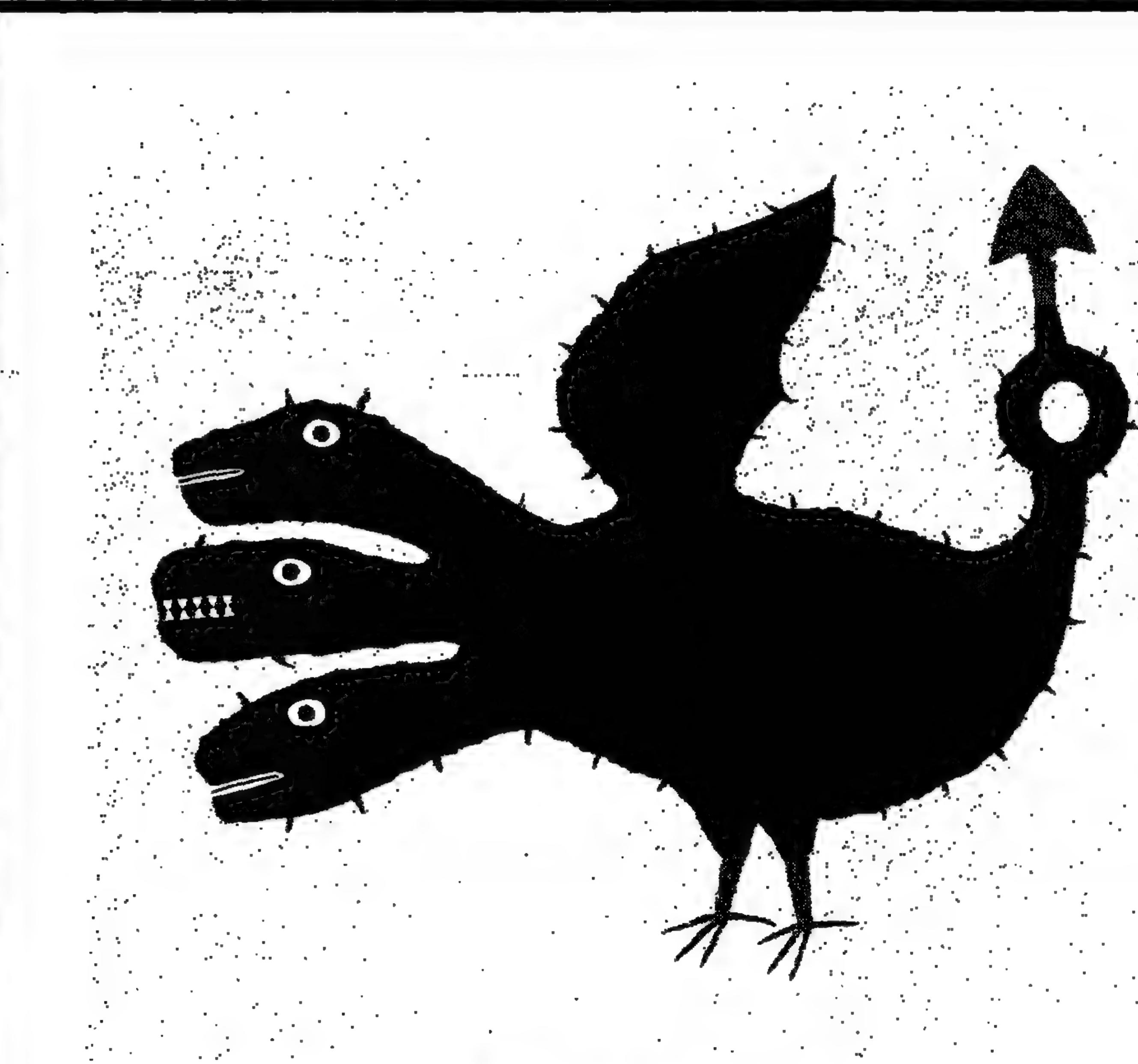
However, Mr Zhu Rongji, the vice-premier in charge of China's economy, has said that China will achieve full convertibility of its currency on current account before the

stated deadline of the year 2000. The country recently took a further step forward, allowing inter-bank foreign exchange trading in four locations.

It should be worth the wait. With the advantages of decades of expertise in a full-blooded capitalist system, and vastly superior technology and risk management systems, Hong Kong's banks will be well placed to pick up an extremely profitable new franchise.



Acting quickly to build a network in China: Hong Kong's biggest banker, HSBC



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## 6 HONG KONG

■ Fund management: by Louise Lucas

## Rivals threaten premier role

The colony's status as the region's leading investment centre is being challenged

Fund management is a quintessential Hong Kong service industry. It relies upon the sort of financial infrastructure, information and telecommunications hubs on which the colony prides itself.

Soon, politicians willing, there will be another attraction: some HK\$30bn a year is set to be unleashed by the new mandatory provident fund (MPF), a retirement scheme that will depend on a mixture of government and compulsory

personal contributions.

But none of this means Hong Kong's future role in fund management is assured. Other countries in the region, notably Singapore and Malaysia, are making bids to lure business to their shores. Simultaneously, as global communications improve, some may see the need for a regional headquarters diminish, and prefer instead to manage asset location out of the US or Europe.

As Mr Marc Faber, who runs his own fund management firm, says: "In Europe, you have London as the financial centre, and there they run money in European and global equities. Will Hong Kong in 10 years' time still be the region's fund management centre? I

have my doubts."

Fund managers, including HSBC Asset Management, one of the three biggest companies, have already bitten at the bait offered by Singapore and, to a lesser extent, by Malaysia. In January, BT Funds Management, a subsidiary of the Bankers Trust Group, became the first foreign fund manager to be signed in Malaysia since the country liberalised its finance industry last June. BT entered the market via a joint venture deal; other firms, including Jardine Fleming, are poised to follow.

Increasing the attractions of other countries are dark mutterings about an excessive regulatory regime in Hong Kong. Fears have intensified since

the move, effective from July 1 last year, to scrap commission rebates. Many believe the securities watchdog, the Securities and Futures Commission (SFC), has become too powerful and that its substantial funds mean it has the luxury of delving into areas that do not need to be changed.

There are also concerns, made more real by Beijing's January edict to control the flow of news and business information within China, that the availability of economic data and analysis will dry up once China resumes sovereignty. Hong Kong's three biggest fund managers concede some or all of the minus points, but say they remain committed to

the colony. HSBC Asset Management, which manages some US\$9bn out of its regional US\$12.5bn out of Hong Kong, dubs it "the regional centre today and for the foreseeable future".

Notwithstanding its faith in the colony, HSBC last year moved the fund management responsibilities of two key funds to Singapore, and now manages some US\$1bn out of the island. There were two reasons for the move: first, the fact that the Singapore government has tantalised foreign managers with the prospect of a slice of its massive Central Provident Fund; second, a desire on the part of HSBC to shift stock selection responsibilities closer to the relevant

Jardine Fleming, which claims US\$22bn under management regionally, is not ruling Singapore out and has already taken the first steps towards developing a joint venture in Malaysia. However, as befits the company co-owned by Jardine Matheson, one of Hong Kong's oldest conglomerates, the colony remains the regional headquarters.

Mr Robert Thomas, managing director of Jardine Fleming Investment Management, says Hong Kong is already seen as part of China and, consequently, as the gateway to regional business.

"Plus, here you have got all the top-class lawyers, accountants, brokers and everyone else you could possibly want, and a solid legal background. In most respects you are getting the same quality of services as New York or London, so it makes for a first world financial centre," he adds.

This view is echoed by Fidelity Investments, which manages roughly half its US\$20bn regional funds out of Hong Kong. In addition, Fidelity attaches importance to Hong Kong's cosmopolitan workforce and open regulatory environment - the US-based house, unlike Jardines, has never been able to accept commission rebates and so supported the ban.

The colony may remain in demand as a regional headquarters, but its domestic market is more challenging than previously. Research shows just 4 per cent of the popula-

tion to manage the fund, but agree the economy have yet to be worked out.

One thing is clear - competition will be intense. It appears the government was at one time considering awarding the private sector responsibility for the whole package - the management of funds, the administration of schemes and the role of custodian and trustee. This means it is likely that companies bidding for the business will form affiliations in order to perform the different tasks. Foreign businesses may be tempted to administer and manage funds; consultants may harbour ambitions to administer schemes.

Growth on the institutional side should not end at the MPF. Mr Robert Duggins, chief executive (Asia Pacific) at HSBC Asset Management, says he still hopes to see income flowing from non-pension mandates such as government

Dark mutterings about excessive regulation are not helping the Hong Kong case

funds and corporate surpluses. On the retail unit trust side, he sees growth being driven by distribution. Four years ago unit trusts were all but invisible and perceived as being strictly for the wealthy; now, banks are big retailers of the funds and monthly savings plans - where investors can contribute smaller amounts monthly - are more commonplace.

Yet problems persist: the paperwork is seen as confusing and overwhelming, and unit trusts compete against an immensely user-friendly stock exchange in a place where investors pride themselves on their market knowledge.

Cross border selling also poses a headache, much to the puzzlement of Jardine Fleming's European colleagues. Says Mr Thomas: "One of the ironies of progress is that as each country gets more sophisticated and builds up its financial markets it also builds up cross-border barriers."

"For example, Taiwan used to be a great place to sell our unit trusts. Now it is keen to promote its own mutual fund business and the authorities make it more difficult to sell our products."

PROFILE Marc Faber, manager of the Iconoclastic International Fund

## The prophecies of Dr Doom

Mr Marc Faber, who runs his US\$30m Iconoclastic International Fund out of Hong Kong, is not your average fund manager.

The Swiss born former Wall Street broker sports an ever-shortening ponytail (the scissors come out when his predictions about the Hong Kong market fail to materialise) and likes to lounge back in the sort of wooden chair a planter might have collapsed into at the end of a long day under the tropical sun.

In an industry more or less dominated by the three big players - Jardine Fleming, Fidelity Investments and HSBC Asset Management - he is something of an icon himself. His boutique-type outfit has flourished through its founder's contrarian pronouncements, its diversification and its international network of contacts. Mr Faber is also associated with funds covering India and Russia.

The firm has a staff of 10 to support the broking and fund management activities, and to produce a monthly investor newsletter, "The Gloom, Boom and Doom" report.

Known himself as Dr Doom, Mr Faber tends to challenge popular opinion. Not for him the accepted wisdom that there will be a boom in Asian markets this year or - the favourite mantra of the colony's property developers and analysts - that property prices will bounce back to new highs. On Hong Kong's own property market, where HK\$1bn will buy a tiny 500 sq ft flat in the further reaches of the Kowloon peninsula, he says: "I think this market has peaked out forever".

But he does, of course, see that there is money to be made: his iconoclastic fund takes long and short positions around the world, identifying opportunities in distressed stocks and selling short those perceived to be expensive (which now means US technology shares).

He came to Hong Kong 23 years ago, and, while he holds little by the way of Asian instruments in his portfolio today, he still believes the colony offers clear advantages to fund managers dependent upon information for their livelihoods. Thanks to its number of visiting US diplomats and economists,

plus its concentration of observers of Asian economies, Hong Kong, he says, is a crucible of data and information.

However, its future as the preferred location for managers of Asian funds is in question and will be even more at risk once the corporatisation of China takes off. The growth of communications technology will splinter the industry so that fund managers either base themselves in the heart of the country they cover - be it China or Indonesia - or back in Boston or Edinburgh.

Mr Faber, of course, is well aware of the factors forcing change. Being in Hong Kong gives him the exposure and information he looks for, but it also brings its own bugbears. One of these is regulation, which Faber reckons is set up in such a way as to scare off many wealthy clients, especially the Chinese, after the June 1997 handover.

He says that the Securities and Futures Commission (SFC) has distressed a wide segment of the sector with its far-reaching powers to walk in and read client documents.

This, detractors believe, will exacerbate the concerns of wealthy Chinese, many of whom are nervous of keeping funds in the colony.

Thus after June 1997 Faber sees a trend emerging: "Private banking is going to shift to a large extent to Singapore or even further away, because a lot of Hong Kong Chinese and overseas Chinese around Asia who have business dealings with the mainland are wary of having private banking accounts in a Chinese jurisdiction; some are even worried about having any in Singapore, knowing the close ties and great friendship Singapore seems to maintain with the mainland."

"What will stay is fund management for south China, Hong Kong and - for the time being - the mainland. But I expect that in five to 10 years' time the mainland will have, say, 10,000 listed companies: it's going to explode, it's going to be like India eventually. So then I expect fund management for China will be carried out to a large extent in Shanghai."

Louise Lucas



Investment headache? Good brokers add to Hong Kong's attractions AP

tion invest in unit trusts: in reality, fund managers say penetration is much less. Conversely, competition in the business is fierce: there are some 47 fund management companies operating in Hong Kong, managing some 600 funds with total assets of around US\$22bn.

While most of the industry professes to believe the MPF will be up and running within two years, it is by no means a foregone conclusion. The bill to set up the MPF was passed by the Legislative Council (LegCo) last July, but Beijing

has not yet endorsed it. And while the MPF will undoubtedly bring in new money, it will be limited - in keeping with the small population, a sizeable proportion of whom are already in retirement schemes.

Details on the MPF are still conspicuously absent, but the demographics of corporate Hong Kong - where small, family owned companies are prevalent - means the administration of the pensions will be no small task. Both Jardine and HSBC Asset Management reckon they are equal to the challenge, having the technol-

ogy to manage the fund, but agree the economy have yet to be worked out.

One thing is clear - competition will be intense. It appears the government was at one time considering awarding the private sector responsibility for the whole package - the management of funds, the administration of schemes and the role of custodian and trustee. This means it is likely that companies bidding for the business will form affiliations in order to perform the different tasks. Foreign businesses may be tempted to administer and manage funds; consultants may harbour ambitions to administer schemes.

Growth on the institutional side should not end at the MPF. Mr Robert Duggins, chief executive (Asia Pacific) at HSBC Asset Management, says he still hopes to see income flowing from non-pension mandates such as government

■ Tourist industry: by Simon Davies

## Three stars for comfort

The increase in the number of visitors from Asia is fuelling demand for lower-tariff hotels

Hong Kong's ageing airport may be close to saturation point and inflation may have diluted the city's attractions as a low-cost shoppers' paradise, but the colony's hoteliers are enjoying the best times since the late 1980s.

This is partly the result of a continuing rise in the number of tourists, with heavy growth from the harder currency Asian countries such as Japan and South Korea. But the main reason is that the hotel industry has become yet another victim in the property boom.

Since 1993 a total of nine hotels have shut down, with almost half the 3,500 room closures taking place on Hong Kong island. This reflects not only the proliferation of new five-star properties that went up in 1990, but also a programme of redevelopment to cash in on the rising value of office space.

This is causing some concern in the Hong Kong tourist industry. Tourist spending accounts for over 6 per cent of the colony's gross domestic product, with HK\$64bn spent in 1994. It is a vital source of revenue for the retail sector at a time when local spending is extremely subdued.

Mr Martin Barrow, chairman of the Hong Kong Tourist Association, says: "We need to ensure that there is a steady increase in hotel supply. We need about 2,000 to 2,500 new rooms a year just to maintain the rate of growth in tourism."

The squeeze is less likely to be felt in the high-tariff market, which has seen the bulk of the recent closures. US and European visitor growth is currently static, reflecting weak European economies and the escalating cost of accommodation in Hong Kong compared with other Asian centres.

There has also been a slight decline in the percentage of business travellers, a traditional staple of the luxury hotel market.

Additional visitors are instead arriving from other Asian countries and feeding the demand for lower tariff hotels.

There has been an influx from other countries such as Taiwan, and Mr Barrow predicts that eastern Asia

will soon account for 75 per cent of total visitors. This compares with less than 25 per cent in 1975.

Many mainland visitors - which accounted for 21 per cent of last year's total - currently stay with families or in hostels and therefore have only a limited impact on the market.

But the economic transformation of southern China could reverse this trend, with Hong Kong acting as a business hub for the neighbouring Guangdong Province. The opening of the HK\$70bn Chek Lap Kok airport, scheduled for April 1998, will accelerate the growth in tourism. While the current airport is full to capacity, Chek Lap Kok will be able to handle an additional 10m passengers a year.

However, with the extremely high cost of land and the superior returns from investment in retail and commercial property, there is little incentive for property investors to boost room numbers further. Mr Gordon Wu, chairman of Hopewell Holdings, is still planning to construct the 2,400-room Mega Tower Hotel, but given the

company's rising debt and slow progress with planning, it is unlikely to meet its 1998 target completion date.

The government has started to intervene and has introduced zoning on some land sites that are auctioned off to the property developers. It has dictated, for example, that the HK\$40bn development of the central airport railway terminal in the latest harbour reclamation project contains a hotel.

That clearly goes against the laissez-faire philosophy of Hong Kong. But, given the risks of restraining an industry that has driven the economy, and which is also the colony's second largest earner of foreign exchange, it looks like a worthwhile sacrifice.



Lukewarm reception? Demand for luxury accommodation such as that at the Grand Hyatt has fallen slightly

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■ The new airport: by John Riddings

## From rows to runway

After political feuding, Chek Lap Kok is set to clear the aviation bottleneck

Grounded by a dispute between Beijing and London, Hong Kong's new airport once stood as a symbol of the diplomatic impasse between distant political masters. Now the project is fast on course to stand as a more inspiring emblem - a demonstration of engineering ingenuity and the efficiency of Hong Kong's planning and construction capability.

Since the breakthrough on the political level was achieved last year, when a financing structure was finally accepted by Beijing, the airport project has advanced at a heady pace. Rivalled only by China's Three Gorges dam in terms of scale, it is on course for completion

by April 1998, according to Mr James Dundas, finance director of the Hong Kong Airport Authority.

The diplomatic tussle prompted a delay beyond the original mid-1997 opening date, and a question-mark still hangs over whether the accompanying rail link to the city centre, temporarily frozen by the dispute, will keep pace with the airport itself. Mr Russell Scott, project director at the Mass Transit Railway Corporation, says a decision will be taken next year on whether work can and should be stepped up.

Officials, however, are confident that budgets can be met, and even beaten. "The overall budget is HK\$16.8bn, which is down from projections of about HK\$18.5bn in 1992," says a planner involved in the project. "I don't see any reason why the target won't be achieved."

Few big infrastructure pro-

jects can make similar claims. And in the case of the Hong Kong airport, such a prediction is all the more striking for the complexity and size of the project and its related facilities.

In addition to the airport, which has required a vast land reclamation and the flattening of a hill, the scheme involves nine co-ordinated projects. These include the railway link to the city centre, the world's

longest road-rail suspension bridge, and extensive property developments above the rail terminals. On Lantau Island, adjacent to the new airport site, a new town is being built.

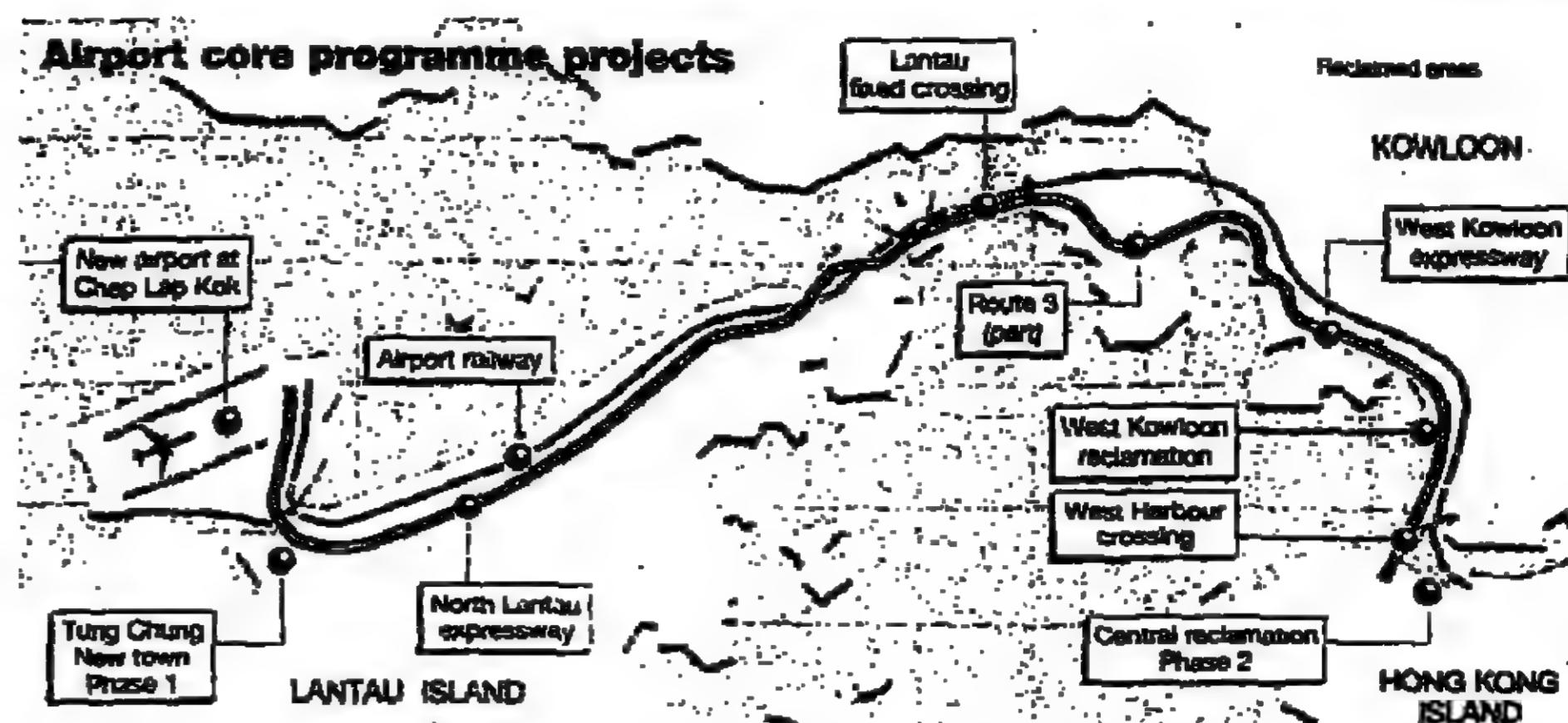
All of this, of course, is just

phase one. Backed by a strong business lobby and the airport authority itself, plans for a second runway are already being cleared for take-off. "It is a government decision," says Mr Dundas. "But there is strong pressure for it to go ahead."

The new town at Tung Chung, the first to be built on an outlying island, is also poised for

construction. Once the scope is grasped, however, the question remains of whether the project can be justified. "It is the most grandiose scheme in which I will ever be involved," says one of the engineers who has worked on

Quite apart from the symbolic vote of confidence in Hong Kong's future that the new airport represents, there are more down-to-earth reasons for the scheme. Hong Kong's destiny depends on the defence of its position as an entrepot and as a gateway to



China. With Kai Tak airport in Kowloon straining at the seams, a new site was needed. And with Hong Kong's land-scarce geography, a bold solution was required.

Once up and running, the new airport will deal with all of Kai Tak's annual 26m passengers and the expected growth in volume. Mr Dundas expects throughput of just under 31m passengers in the first full year of operation. "Kai Tak has done very well to

bring the capacity it has out of its present site, but the limits have been reached," he says. The potential for expansion will consolidate Hong Kong's position as the fourth busiest international airport and the second busiest cargo destination in the world. Air cargo tonnage has grown at an average of 13 per cent over the past decade, reaching more than 1.3m tonnes last year.

Projections envisage that all

of the airport authority's debts will be paid off within four years as revenues from tolls,

tariffs and fees pour in. Unlike the Channel tunnel, therefore, the project's costs pose little risk to its financial backers.

This is partly a reflection of the financial structure adopted for the scheme. Debts for the initial airport project have been capped at HK\$1.6bn, compared with equity of more than three times that amount. According to Mr Dundas, there is no need to return to the government for equity injections for future stages in the project.

The airport authority's finance chief is similarly relaxed about the increase in competition between airports in the region. Facilities are being expanded at Shenzhen and Zuhai on the mainland, and in neighbouring Macau. Guangzhou has also established itself as a significant airport, handling about 10m passengers a year.

"We don't worry about overcapacity," says Mr Dundas. "If you look at the rate of growth over the past decade or so, that is not going to be a problem. The problem for Hong Kong would have been if we were not in a position to handle it."

■ Airlines: by Louise Lucas

## A cloud over Cathay Pacific

Competition from China after 1997 poses a long-term threat to the island's carriers

It is the best of times and the worst of times for Cathay Pacific, Hong Kong's de facto flag carrier.

The 1998 opening of the colony's new and bigger airport at Chek Lap Kok gives Cathay Pacific the opportunities that have been sought wanting at Kai Tak, the existing airport in the heartland of residential Kowloon.

But as horizons broaden, so too does competition.

The international operators could always have been counted on to descend on Hong Kong, aviation hub of the rapidly growing Asian region. Regional competition, from the increasingly slick likes of Thai Airways and Singapore Airlines, was likewise on the cards.

What Cathay and its parent, Swire Pacific, had hoped to put to rest, in a carefully drafted ownership structure hammered out in 1992, was competition from China itself. Indeed, says Swire, this eventuality is in theory ruled out in the Sino-British Joint Declaration, which says that a Hong Kong airline running sched-

uled flights originating from Hong Kong must have the territory as its principal place of business.

But in practice the safeguards appear not to have had the desired effect: China's Civil National Aviation Corporation (CNAC) is expected to obtain its air operator's certificate in the next few months, and to start applying for air routes shortly thereafter.

Taken at face value, a Chinese airline ought to pose

Cathay is investing heavily to offer customers greater value for money

scant threat to an established international carrier. But CNAC has one huge advantage: it is controlled by Beijing's aviation regulator, the Civil Aviation Administration of China (CAAC).

It is this that worries Cathay. Says Mr Rod Eddington, managing director: "I feel uncomfortable about competing with the commercial arm of a regulatory authority because it allocates air routes. How can you be player and

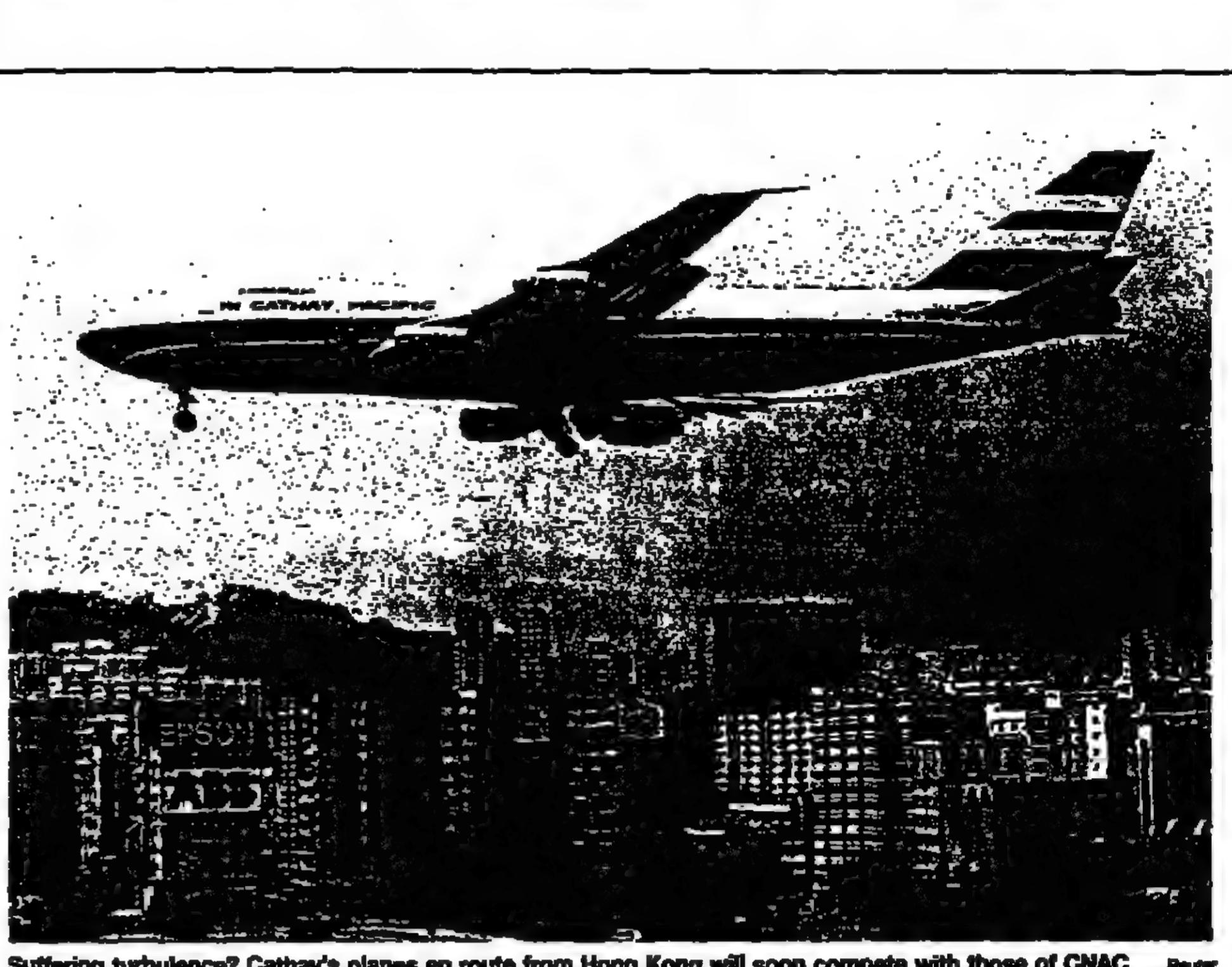
problems come to a head in November 1989, when the late Sir Y. K. Pao, one of Hong Kong's leading business tycoons, sold his controlling 37.8 per cent stake. Just two months later, on January 17 1990, Cathay Pacific and Citic together swooped on the smaller airline in a joint HK\$700-750m takeover.

It was Dragon to which Air Cathay looked when CNAC's intentions first became clear. Cathay sought to divert CNAC's ambitions by offering it a slice of Dragon Air; coincidentally, the 10 per cent offer was pitched at some HK\$700m, according to market estimates.

Bankers to the deal, which would have led to a listing of Dragon Air early this year, have been taken off the case. According to Mr Steven Miller, Dragon Air's chief executive, back in the early days under Sir Y. K. - a man with no love lost for Cathay - the notion was a non-starter.

"CNAC wants a share of aviation in Hong Kong post-1997. It is already in China, and has the regulatory authority as parent. For sure it is not going to be satisfied being a 10 per cent investor in Dragon Air, and HK\$700m is a lot of money when you can start off by leasing aircraft," he says.

Cathay's stance now is for continued negotiation, employing all the diplomacy and goodwill it can muster. It



Suffering turbulence? Cathay's planes en route from Hong Kong will soon compete with those of CNAC

You live or die on your ability to compete".

To that end, Cathay is investing heavily to offer customers greater value for money, and working hard to improve margins by contain-

ing costs. The immediate out-look, says Mr Eddington, is

bright: "Airlines worldwide

have had a much better 1995

than 1994, and that's certainly true for us."

The airline last year turned

in a profit of HK\$2.98bn. But analysts are increasingly bearish. For the short haul, the impact of CNAC may hit Dragon Air - sparking something of an intra-China battle in the skies, with CAAC pitted against Citic - but in an increasingly politicised environment, it seems likely that the only way Cathay will be able to survive is with a changed ownership structure, which would mean extending CNAC's current stake of 5 per cent.

The shufflings going on at Cathay's premier Chinese shareholder, Citic Pacific, underline the writing on the wall. Last week Citic replaced its top dogs on Cathay's board - Mr Larry Yung, chairman, and Mr Henry Fan, managing director - with two men bearing the altogether lesser titles of director and assistant to the managing director. Mr Yung's lame excuse (for a non-executive director) was a desire to spend more time on Citic.

Cathay insists it is a Hong Kong company through and through, being controlled by the Hong Kong listed Swire Pacific. To industry watchers, however, its rhetoric is starting to sound rather hollow.

## Hong Kong: The 'Unique Idea'

Will Continue to Grow for Generations to Come

A Local Perspective from The Better Hong Kong Foundation

**H**ong Kong plays many parts on the world stage: financial centre of Asia; focal point for global commerce; and exotic tourist destination. Because of these and other unique qualities, and because it remains a multicultural marvel of international cooperation, Hong Kong engenders a sense of ownership among everyone who visits, everyone who conducts business in it or through it, and everyone who values the free marketplace of the Asia / Pacific region.

To all those around the world who cherish the fundamental concepts - free trade and free enterprise - of Hong Kong, it may be helpful to hear a local perspective on Hong Kong's future. People in Hong Kong believe that Hong Kong became what it is through a combination of forces that will continue undiminished long after July 1, 1997: entrepreneurial spirit; productivity and hard work; and respect for property and the rule of law. These fundamental forces will enable Hong Kong to continue to shine because China and the people of Hong Kong are committed to making it so.

After all is said and done, the reality is: the success of Hong Kong will depend in large measure on three factors: the goodwill of the authorities in China; the commitment of Hong Kong's own people to make it work; and the international community's willingness to recognize that it is just possible that Hong Kong's brightest days lie ahead.

The Foundation is nonprofit, privately funded and apolitical. Formed by leading business people in Hong Kong, the Foundation seeks to instill and encourage confidence in Hong Kong during and after 1997. Its initiatives range from sponsoring programs to enhance understanding of Hong Kong's economic future, to sponsoring community programs that build esprit de corps in the local community.

The Foundation's work is based on the

residents who call Hong Kong home. Although one hears many points of view, as in all free societies, Hong Kong's people are taking an increasingly constructive position with respect to their future as part of China.

The international community is more an unknown. As the spotlight focuses more and more on Hong Kong during the run-up to July 1, 1997, it will be refracted according to differing perspectives on China, and the growing economic power of the Asia / Pacific region.

A new organization came into being in late 1995 to address the questions and concerns of these three essential constituencies. Its purpose is expressed in its name: The Better Hong Kong Foundation - it is for Hong Kong; it is reinforcing the foundation for Hong Kong's future.

The Foundation is nonprofit, privately funded and apolitical. Formed by leading business people in Hong Kong, the Foundation seeks to instill and encourage confidence in Hong Kong during and after 1997. Its initiatives range from sponsoring programs to enhance understanding of Hong Kong's economic future, to sponsoring community programs that build esprit de corps in the local community.

The Foundation also serves as a vehicle for enhancing two-way communication between Hong Kong and mainland China during the transition. In January, a delegation of Foundation members met with senior Chinese officials, including Premier Li Peng, Vice Premier Zhu Rongji, Minister of Foreign Trade and Economic Cooperation Wu Yi, and People's Bank of China Governor Dai Xianglong. The

Foundation members offered wide-ranging recommendations and concerns for consideration in Beijing, and received strong assurances that China's leadership has every intention of maintaining the one-country, two-systems model spelled out in the Basic Law.

The one-country, two-systems principle means that within the one country "China umbrella," China will continue its socialist, centrally planned economic system while Hong Kong will continue to practice its existing capitalist system. The existing legal system and the way of life in Hong Kong will remain unchanged after 1997.

The discussions with China's leadership convinced Foundation members of China's commitment to the principle of Hong Kong people governing Hong Kong after 1997.

To address the concerns of the international community, the Foundation has embarked on a wide-ranging program to raise the awareness of Hong Kong's importance in the global economy and to build confidence in the provisions of the Sino-British Agreement and the Basic Law and other policies that are designed to facilitate Hong Kong's status as a Special Administrative Region of China after July 1, 1997.

The Foundation's work is based on the premise that the more informed the international business community is about the one-country, two-systems principle, and how it is actually unfolding, the better the prospects for its outcome.

The Foundation's members play an integral role in the fabric of daily life in Hong Kong and have a strong stake in building on Hong Kong's strong sense of community. 1997 represents a new era for Hong Kong, and community life is evolving, not ending. Hong Kong's success results from the contributions of millions of Hong Kong people working hard and working together. That's the spirit that has made Hong Kong an excellent place to raise a family and build a life and that spirit will endure and grow stronger in the years to come.

■ Hong Kong International Terminals: by John Riddings

## Mainland mission takes off

Expansion in China and new efficiency at Kwai Chung port are the heart of the group's strategy

Several thousand trucks pass each day through the gates of Hong Kong International Terminals (HIT). Inside the company's headquarters, the activity is just as intense as the world's largest private port operator, a pillar of Mr Li Ka-shing's business empire, strives to consolidate its position.

At the heart of the group's strategy is a bold expansion in southern China and improved efficiency in Hong Kong, the world's busiest port, which, with the rival operator, MTL, it dominates.

"We are building up our position on both sides of the border," says Mr John Meredith, HIT's managing director, referring to a string of new ports being developed across the Pearl River delta and the HK\$1.5bn modernisation programme at its facilities at Kwai Chung, the Hong Kong port.

In so doing, HIT provides an example of how some of Hong Kong's biggest business groups are adapting to the expansion of the southern Chinese economy. By forging partnerships with mainland partners, such as Cosco, and investing in new facilities, the group is capitalising on the spread of industrialisation across the border and securing its position as trade flows diversify. By investing at home, it is seeking to ensure that its Hong Kong stronghold remains the leading port centre in the region. But it is not all plain sailing.

HIT and the other Hong Kong port operators have been struggling to agree on a planned expansion of capacity. The company, which accounts for about 4.5m TEUs (20ft equivalent units) of cargo each year at Kwai Chung port, also faces a challenge from rivals in Singapore and Taiwan, which are seeking a bigger slice of regional and trans-Pacific trade.

The stakes extend beyond HIT. The port operator provides a big chunk of profits at Hutchison Whampoa, the conglomerate controlled by Mr Li Ka-shing. Analysts estimate that HIT achieved operating profits of HK\$3.2bn in 1994, and an operating margin of about 50 per cent. "It is one of the cash cows of the group," says an industry analyst.

At the moment, it is capacity rather than growth that is emerging as the main issue. Fuelled by the strong economic expansion of southern China, throughput at Kwai Chung has grown by double-digit rates over the past decade. The Hong Kong Development Board forecasts container throughput will reach 32m TEUs by 2011, compared with about 12.5m

TEUs last year. That represents an increase every year almost equivalent to the capacity which is owned by HIT.

Capacity expansion has been stalled for the past three years by a protracted dispute, stemming from friction in Sino-British relations and the participation of the Jardine group in the Tsing Yi consortium, which was awarded two of the four berths in the new CTF terminals. A softening of Beijing's stance has cleared the way for an agreement, but it requires a complex reshuffling of existing berths.

Despite the delay and the encroaching of politics and business, HIT appears sanguine. "We have been able to compensate by upgrading productivity," says Mr Meredith. A series of measures, such as the increased use of computers systems to manage cargo flows and the use of swipe cards by truck drivers making deliveries, has boosted efficiency. The turnaround time for a truck, for example, has been halved over the past three years. "And on the assumption that trade growth remains robust, they will benefit."

Efficiency measures in Hong

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## 8 HONG KONG

■ **Property:** by Simon Davies

## High prices, high hopes

Having survived the recent slump, developers face the future with new confidence

If property prices remain an accurate barometer of Hong Kong's confidence in its future, then fears over China would seem to have been exaggerated.

The world's second most expensive property market is about to come under the severest of one of the world's poorest nations, but Hong Kong's inhabitants are taking substantial bets on the city's future prosperity. Demand for new flats is so high that after a two-year lull, the triads are again selling places in the queues outside property company offices.

Mr Walter Kwok, chairman of Hong Kong's largest residential property developer, Sun Hung Kai Properties, says: "Nineteen ninety-seven is only a date in the calendar, it is not an issue any more. If people were worried about 1997, they would have left already."

Volatility has been a standard feature of Hong Kong's residential property market for years. In just the first quarter of 1994, residential prices rose by an estimated 20 to 25 per cent, and by the start of 1995 they were around 30 per cent lower.

But unlike the early 1990s, the recent property collapse has left no serious casualties. The developers have conservative balance sheets, and the banking sector has not even had to increase bad debt provisions.

Steadier growth is now expected, but the numbers are still heady by international standards. Mr Henry Cheng, managing director of New World Development, says: "We don't expect a very rapid rise in property prices before 1997, just 15 to 20 per cent a year. After that, they will go up more sharply."

His confidence is shared by many. Since December, property companies have raised \$HK1.5bn for investment in Hong Kong. Even the Jardine Matheson group, which has been absent from land auctions since the early 1990s, put in a

bid for a luxury residential site last December.

Ironically, confidence has been aided by the anti-speculative measures of the governor, Mr Chris Patten. These caused a sharp reduction in pre-sales - sales of new flats before they are ready for occupancy. Working capital was therefore tied up for longer than planned, leaving developers unable to embark on new projects. SHK Properties says the number of residential units sold in Hong Kong will fall to 26,000 in both 1995 and 1997, compared with the historic average of 30,000. Lower interest rates and increased competition in the mortgage market have reduced

financing costs. Meanwhile, there was a 13 per cent increase in average family incomes last year. This suggests every expectation of a pick-up in demand.

The mass property market should lead the way. Hong Kong is once again experiencing a hangover from the last boom. It was the target of a wave of mainland Chinese money that was trying to escape a depreciating local currency in 1993 and early 1994, but the funds dried up with China's austerity programme.

Mr Peter Churhouse, managing director of Morgan Stanley, says: "Commercial property prices have fallen by between 35 and 50 per cent since the fourth quarter of 1994. At those prices, you had to believe that the risk premium in Hong Kong had halved from its traditional average."

With many a new office property coming on stream over the next two years, the immediate prospect is for further declines. Nonetheless, a resurgent stock market and the creation of a mandatory pension scheme in Hong Kong should support demand from the financial sector. The eventual relaxation of China's austerity measures will also take up some slack. The long-term hope is that mainland corporations will flood across the border after 1997, given Hong Kong's advantages as a base over Beijing, Shanghai and Guangzhou.

In the meantime, there will be further fragmentation in the market, with well located modern properties faring better. During the 1990s, Swire Pacific's property arm developed a substantial fringe business district in the east of Hong Kong Island, based around the Quarry Bay intersection on the Mass Transit Railway (MTR). Occupancy is high and it has succeeded in attracting a number of banks and multinational tenants away from the core central business district.

As Mr Keith Kerr, managing director of Swire Properties, says: "A lot of international businesses are getting more cost conscious. But they will rather move down the MTR line than out to Singapore."



Sign of the times? Despite 1997, demand for new flats is high

Swire Group

Sun Hung Kai Properties

## A calculated risk in China

Long the most conservative of Hong Kong's big property groups, Sun Hung Kai Properties is gradually coming out of its shell. The success of its core business of building residential property has produced a substantial amount of cash flow, which is being ploughed back into infrastructure projects and China property investment.

Local development schemes and diversification across the border are each to account for only 10 per cent of assets, but for a company with gross assets of more than \$HK120bn that is a substantial commitment.

SHK's aim to build a recurrent earnings base is not new. The group started developing a property investment portfolio in the early 1980s under Kwok Tak-seng, its founder. But the growth of SHK's residential development division has

income to catch up. Mr Walter Kwok, chairman of SHK, says: "For seven or eight years we have tried to increase our rental profits to equal those from property trading, but the trading side has grown so fast that we could only achieve 40 per cent."

Kwok Tak-seng died in late 1994. But unlike Hong Kong's other substantial property groups, where there are serious concerns over the succession from dominant founders to their children, SHK has thrived under Kwok's three sons. The second generation has maintained SHK's conservative stance, while making opportunistic investments in unrelated areas, from mobile telecommunications to toll roads.

The group's move into mobile phones is already profitable, and it is bidding

over-supply." The strategy has been partially vindicated by the slump in residential property prices in southern China over the past two years. But it is likely to take a long time before SHK's China investments reach the 10 per cent target.

SHK's main strategic error of the 1990s has been its expansion into fringe industrial/office property, which has been the weakest segment of the Hong Kong market.

Nonetheless, SHK has been unenthusiastic about putting money into China. Mr Kwok says: "We have been very cautious on China. We have taken a long-term view, developing only in the best locations. In China, it is dangerous to take a short-term view, as there is going to be a lot of

Simon Davies

## The battle for business as usual

Continued from page 1

has emerged, including Mr Tung Chee-hwa, a shipping tycoon, and Mrs Anson Chan, the respected head of the civil service. Jockeying is expected to last through the summer before the result is known.

Whoever gets the nod will face a tough task. No-one expects Hong Kong to remain unchanged after 1997. From taxi drivers learning mandarin to Chinese elites moving into business and social institutions, the pull of the mainland is clear. But in the key areas of government, autonomy, the rule of law and transparency in business transactions, the chief executive and his administration will determine whether the Hong Kong system remains intact.

Many argue that Beijing will not interfere in Hong Kong. "The principle of autonomy is established and supported by the Chinese leadership," says Mr John Gray, chairman of Hong Kong Bank. "They have a vested interest in this place."

says another financial executive. "Shanghai has a long way to go before it can serve as an international financial centre."

But risks may lie elsewhere. China is not a monolith, and whatever Beijing's intentions, some see a threat from middle-ranking and provincial officials seeking a slice of the action in China's richest city. In Hong Kong itself, there is the risk that pragmatism may erode principles. "The big TV channels don't even send crews to cover my press conferences," says Mr Martin Lee, referring to the danger of self-censorship.

Hong Kong lobbying of mainland authorities has already emerged as a problem. Beijing's refusal to approve a new batch of mobile telecoms licences appears to have followed pressure from disappointed local candidates. "This shows the real risk to autonomy may come from within," says one industrialist.

It also shows how business strategies have become complicated by the looming transi-

tion. "Mainland connections will continue to become more important. It is as simple as that," says one local executive.

In practice, it is not that simple. The Swire group, for example, which has formed alliances with mainland partners, still faces a threat from Chinese interests. CNAC, the airline arm of China's civil aviation

**Pragmatism  
may erode  
Hong Kong  
principles**

authority, wants to operate services from the territory, a move that would challenge Cathay Pacific, a Swire subsidiary and Dragon Air - jointly owned by Cathay and Citic, Swire's China-backed partner.

A broader concern in the business community is the possible rise of connections and corruption. Although few see problems now, and many accept that connections have

always played a part in Hong Kong's commercial life, such worries are frequently expressed.

Regional rivals are well placed to capitalise on any deterioration in the business climate. Singapore has already emerged as a heavyweight competitor in the financial services sector, drawing foreign exchange operations and fund management teams. The ports springing up along the southern Chinese coast, along with its regional facilities in Taiwan, Shanghai and Singapore, may win a greater share of shipments.

It is not, however, a zero-sum game. The growth of trade and investment in east Asia means that Hong Kong should remain a vital hub for China and the region, if not the only one. The road to 1997 may prove bumpy, and the glamour of the quirky colonial outpost may fade over time. But if Hong Kong's new administration and its present institutions can stand up for themselves, then business can go on as usual.

HOME IS WHERE THE HEART IS

Although our network spans the globe, our heart will always be in Hong Kong. Cathay Pacific is the world's largest airline.

50  
1946-1996

The funds will buttress Hong Kong's fund management industry

## Pensions and housing funds top HK agenda

By John Riddings in Hong Kong

Hong Kong is aiming by early next year to complete legislation for a mandatory pension scheme and to set up a government-backed mortgage corporation, Mr Rafael Hui, financial secretary, said yesterday.

They are among the most important financial and social projects on the government's agenda ahead of the handover to China in July 1997. In addition to providing retirement benefits and improved access to housing finance, they are also expected to bolster the territory's capital markets.

According to Mr Hui, the pension scheme, or mandatory provident fund, will generate annual funds equivalent to about 4 per cent of gross domestic product, or more than HK\$20bn (£1.7bn), by the early years of the next decade. These will buttress Hong Kong's fund management industry, which is facing stiff competition from regional markets, notably Singapore.

The scheme has drawn criticism from local democratic politicians who have demanded stronger government guarantees for the pension funds. Mr Hui said that Hong Kong had opted for a system in which the private sec-

tor was responsible for investment decisions and returns, rather than one with a greater role for the government, such as Singapore's Central Provident Fund, because of considerations of efficiency and philosophy.

"The power of the state is too big under the CPF," said Mr Hui. "The returns are relatively low and economic resources are locked up."

Investment guidelines concerning the Hong Kong funds are being debated by government and industry. Mr Hui said that while it was too early to speculate on the shape of the guidelines, the size of the funds

meant that overseas investment would be necessary. But he added that the lack of a government guarantee for the pension funds would increase pressure for a conservative approach.

The Hong Kong Investment Funds Association said that its basic stance was to avoid restrictions on investments in terms of geographical location or asset class. "Our principle is freedom of choice for scheme members and fund managers," said an IFA official.

With respect to the mortgage corporation, outlined in the 1996-97 budget

presented earlier this month, the aim is to avoid a predicted shortage in mortgage funding. According to the Hong Kong Monetary Authority, the shortfall in funds could exceed HK\$700bn by 2005 if a government-backed corporation to resell mortgages is not established.

The mortgage corporation is also intended to bolster stability in the banking sector. This would be achieved by easing the mismatch between long-term mortgage lending and short-term deposit funding.

Hong Kong Survey, Separate Section

## Imports growth cuts Japan trade surplus by 46%

By William Dawkins in Tokyo

Japan's broad M2 money supply rose 2.6 per cent in February from a year earlier, after expanding 3.1 per cent in the previous month. The Bank of Japan said yesterday, M2 is the broadest measure of total money supply, comprising cash in circulation, deposits in bank accounts as well as quasi-money, including time deposits and treasury bills.

Formerly export-obsessed Japan yesterday reported a gap of just \$8.1bn (£4bn) in February, slightly above market estimates and sharply down on the \$11.3bn of the same month last year. Imports grew 16.8 per cent, according to preliminary figures from the finance ministry.

It was the 36th consecutive month of increased imports and took place despite the weakness of Japanese consumer demand for most of that period.

This is evidence, Tokyo economists say, that the rise in imports is structural, rather than a passing phenomenon.

"There is a genuine underlying trend, partly driven by the growing number of Japanese companies which produce more goods abroad and re-export them back to Japan, as well as by the simple increase in cheaper imports," Ms Minako Sasaki-Smith, chief economist at Morgan Stanley in Tokyo, said.

Finance ministry officials said they expected the surplus to fall further, though many private-sector economists believe the rate of decline will ease in the next few months in response to the strengthening of the dollar against the yen since last summer.

Exports dropped by 3.3 per cent in the 12 months to February, the first fall in three years, attributable to a one-off correction from unusually high overseas sales in February last year. This was when Japanese exporters were rushing to catch up on deliveries delayed by the January 1995 Kobe earthquake.

But compared with January this year, overseas sales rose by the same amount, 3.3 per cent, a pace of growth which reflects weakness of demand in

the US and Europe, economists said.

Among imports, the fastest

growing foreign-made goods

were semiconductors and other

electronic components, up

nearly 60 per cent year-on-year, while imports of office equipment, including computers,

rose 45 per cent year-on-year in

February, after rising a

revised 32.7 per cent in

January. Preliminary data

showed a 30.6 per cent rise in

CDs in January. A BoJ official

said M2 plus CDs retained a

modest rising trend, in line

with the gradual domestic

economic recovery.

The US and Europe, economists

said.

Japan's surplus with the US

dropped 30 per cent to \$3.4bn,

a figure likely to evoke satisfaction

in Washington as officials

prepare for next month's sum-

mit between President Bill

Clinton and Mr Ryutaro Hashimoto, Japan's prime minister,

who is noted for his hard line

on trade.

The surplus with other Asian

countries, on a long-term ris-

ing trend, also dropped, by

almost 38 per cent to \$3.8bn.

The second monthly decline.

The main feature in that was

a sharp drop in exports of

video equipment to Asia, a con-

sequence of a recent increase in

Japanese companies' off-

shore production.

Barriers fall to import invad-

ers, Page 15

## Building China: big promise but tough terms

The infrastructure programme may not find all the funds needed, writes Tony Walker

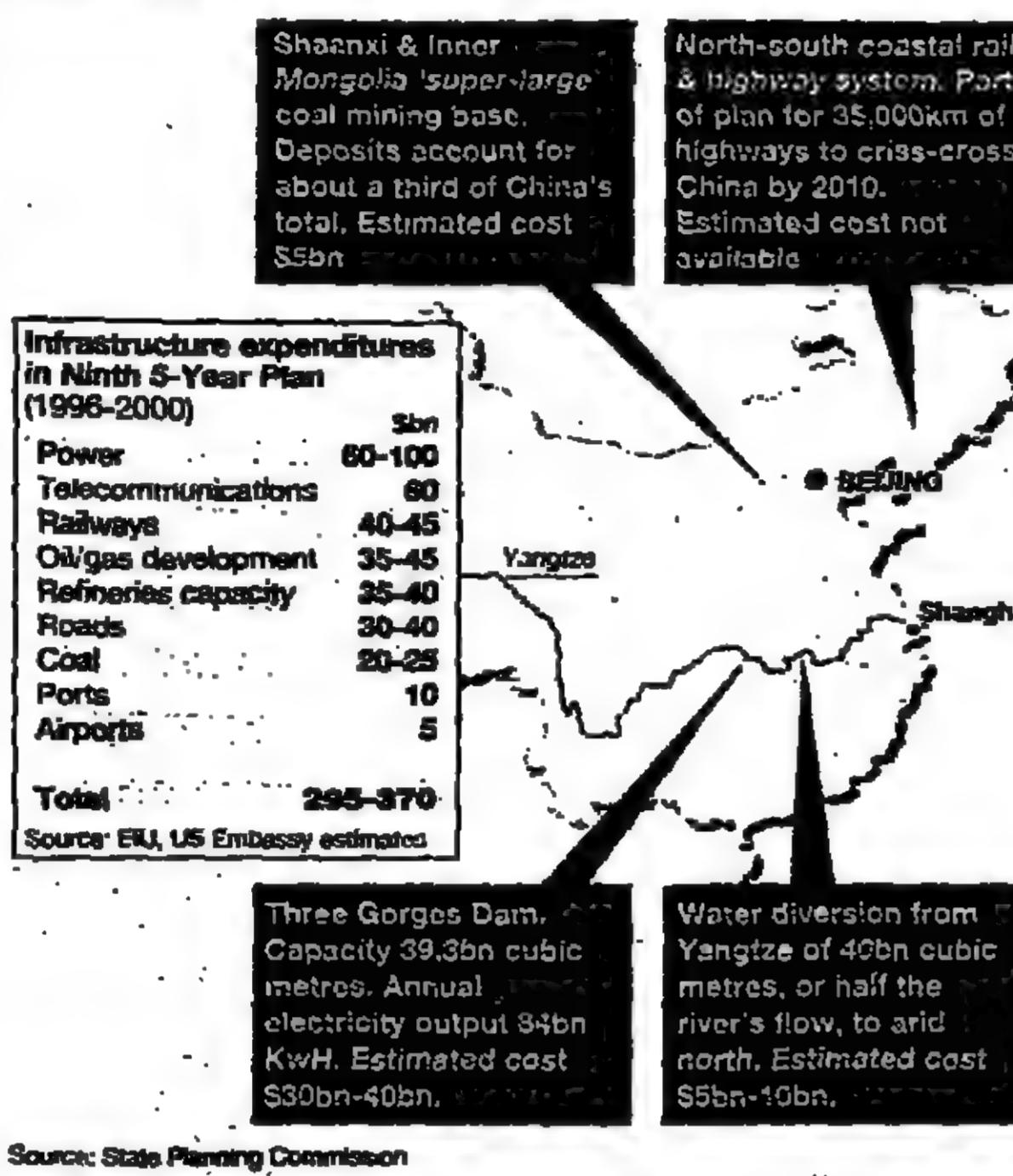
China's economic planners could not be accused of thinking small in the new Ninth Five-Year Economic Plan approved by the parliament at the weekend, which includes a number of so-called "trans-millennium" projects that would test the resources of even the most developed countries.

China has not provided details of total investment required between 1996-2000, but estimates by the World Bank, among others, put requirements at between \$280bn (£185bn) and \$370bn (£270bn). Investment flows will depend to an extent on China's ability to absorb available funds.

The four most ambitious projects include the scheme to dam the Yangtze River below the Three Gorges at an estimated \$30bn-\$50bn; a scheme to divert water from the Yangtze to China's arid northern regions at a cost of \$5bn-\$10bn; the development of a coal production and power generating base in Shaanxi province and neighbouring Inner Mongolia for about \$5bn; and a coastal road and rail system linking northern Heilongjiang Province with Guangdong in the south. The first stage would join China's northern provinces with Shanghai's 500 sq km Pudong development zone.

Funding for these and dozens of other projects in the plan, including power stations,

### China's giant trans-century projects



telecommunications facilities, railways, oil and gas projects, highways, coalfields, ports, airports and refineries, will come largely from China's own resources, but Chinese officials are banking on 15-20 per cent coming from foreign sources.

Foreign investors in Chinese infrastructure expect that despite China's appeal as a destination

for such investment, it will not find it easy to attract funds required, given the magnitude of the task. China has also lost some of its lustre in the past year or so as a magnet for infrastructure equity investment.

"A long payback period with no ready source of foreign exchange, concerns about Chi-

na's legal structure, enforceability of contracts, the cumbersome approval process - these factors all work against foreign equity participation in infrastructure projects, particularly in the road, rail and power stations," said a western official in Beijing who monitors the infrastructure sector.

In Hong Kong, Mr Will Liley, head of The Asian Infrastructure Fund, a private investment fund based in Hong Kong, said China was facing increased competition for risk capital for infrastructure from countries such as India and Indonesia and from eastern Europe. He noted that not a single power station deal had been reached in China for 18 months, because China had been slow to develop a competitive regulatory framework for equity participation in such projects.

"Investors have voted with their feet. They are very cold-eyed," he said.

But at the same time, Mr Liley's fund is investing in toll road and bridge projects that are mushrooming across China as the country seeks to rebuild its antiquated road system.

Ports are another popular destination for foreign funds, but railways are less appealing, since they are heavily regulated and capital-intensive. The Asian Infrastructure Fund has invested some \$200m in power, roads, bridges and

ports.

China's own spending on infrastructure continues to be constrained by a credit squeeze imposed in 1993 to calm an overheating economy. A shortage of central government finance means both the central and local government are obliged to find creative means of funding.

Domestic sources include revenue from operations themselves, local government funds, bank loans, domestic bonds and local equity investment.

Power-sector utilities are listed on China's two stock exchanges, and other infrastructure companies are certain to follow.

China's State Development Bank, established in 1994, is beginning to make its presence felt. The SDB is prime lender to the controversial Three Gorges project - international environmental groups lobbied successfully against World Bank and US Eximbank assistance - but it is also active across a broad range of infrastructure projects. It expects its loan book to run to Yn800bn (£47bn) by the end of the decade.

SDB, which was set up to assume some of the policy-lending responsibilities of China's "big four" specialised banks, this month made its first foray into the international bond market with the

Editorial Comment, Page 15

## Queensland ends NSW power plan

By Nikki Tait in Sydney

A new conservative coalition government in Queensland yesterday axed a A\$300m (\$232m) power project which would have linked the state's electricity supply to that of neighbouring New South Wales, a move which runs counter to Australia's efforts to establish a national electricity grid.

### ASIA-PACIFIC NEWS DIGEST

## Irian Jaya riots close to capital

Hundreds of people rioted near the Irian Jaya capital of Jayapura yesterday, following the arrival for burial of the body of Thomas Wapai Wainggai, a separatist Irianese leader, who died in a Jakarta jail last week. The rioting followed violence last week and around copper and gold mines in Timika and Tembagapura, about 500km from Jayapura. A military official in Jayapura said rioters had burned buildings in Ahepura, south of the provincial capital, and damaged stores and vehicles. Three people died in the violence.

Mr Wainggai, an Irianese anthropologist, was jailed for 20 years for subversion in 1988 for proclaiming an independent Melanesian state in Irian Jaya. He is believed to have belonged to the Free Papua Movement, the most prominent of groups in Irian Jaya which advocate an independent state of West Papua.

**Indian court bails politicians**

Two senior Indian politicians and three other suspects were granted bail yesterday by a special court trying a bribery scandal which has tainted virtually all of the country's political parties. Judge V B Gupta gave bail to Mr Madan Lal Khurana, former New Delhi chief minister, Mr Harman Bhawan, former minister of state for civil aviation,

businessman Mr B R Jain, and two senior bureaucrats from a state-run company.

The scandal is a major blow to the ruling Congress party and the main opposition Bharatiya Janata party. Mr Khurana, the first BJP chief minister of New Delhi, was forced by party bosses to resign. Most of the 24 people charged in the scandal have denied any wrongdoing, accusing rivals of trying to smear their reputation ahead of an upcoming general election.

AFP, New Delhi

**Retail prices up 7.7% in China**

China's retail price index was up 7.7 per cent in February, against the same month last year, marginally higher than the 7.6 per cent registered in January. The State Statistical Bureau attributed the pick-up to the spring festival holiday in February, a time of banqueting and family reunion. "Prices are pushed up by strong demand during the festival every year, with prices of a large proportion of goods becoming higher," a bureau official said. Tony Walker, Beijing

Editor, Financial Times

**Vietnam's trade deficit was \$594m in the first two months of the year, up 35 per cent from the same period of 1995.**

APP, Hanoi

**Mr Khamtay Siphandone, Lao People's Revolutionary party addressing a congress of the Lao People's Revolutionary party set a goal of 8 to 8.5 per cent annual economic growth up to 2000.**

Reuter, Vientiane

**The Supreme Public Prosecutors' office argues that it should be given independent authority to pursue illegal economic activity. However, the FTC believes that state prosecutors lack the experience of regulating business activity.**

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The Supreme Public Prosecutors' office argues

## NEWS: UK

# Referendum on EU 'might be binding'

By Bruce Clark,  
Diplomatic Correspondent

Mr Malcolm Rifkind, the foreign secretary, suggested yesterday that a referendum on British membership of a European economic and monetary union could be binding in practice, even though it would be advisory in theory.

The suggestion emerged at a hearing of the House of Commons foreign affairs committee. Other senior members of the government said privately that the decision on whether to hold a referendum was unlikely to be announced this month. This delay will disappoint Eurosceptics in the governing Conservative party.

They had hoped that a referendum pledge might coincide with the party's central council on March 30. A pledge then would come one day after the start of inter-governmental conference on European Union reform in Turin.

Mr Rifkind insisted that the government had not come to any decision about whether, or on what basis to hold such a ballot. He dismissed as "entirely incorrect" reports that he was advocating a purely consultative status for the poll. He declined on elaborate on the government's earlier promise to announce the results of its internal deliberation over a referendum "in weeks rather than months."

Pressed to clarify his reference to an advisory poll in a weekend television interview, he said he had merely listed questions which had to be addressed and was not recommending any option. These questions included the legal status of the poll, the wording of the question and the implications for cabinet members.

He noted, however, that "in all previous referendums, it has been deemed constitutionally necessary for the legal status to be advisory because if [otherwise] it would conflict with the sovereignty of Parliament... but governments have always indicated that

they would in practice accept the outcome..."

Urge by Mr Peter Shore, the Labour Eurosceptic former cabinet minister, to "come off the fence" and make a clear statement of opposition to a European currency. Mr Rifkind said Britain's interests were already secured by the opt-outs negotiated by the government.

"I do not see any British interest in trying to pre-empt the decision," he said.

Mr Rifkind confirmed that he had opposed Labour's 1975 referendum on Britain's membership of the European Community because he saw no need to reopen a decision which Parliament had already taken.

But that did not mean he was against the idea of a referendum in principle. "In a mature democracy, such as the United Kingdom is, there can be certain issues which cannot be resolved through a general election because there is not the clear division of opinion between the two main parties," he explained.

Mr Rifkind said the issue of monetary union was unlikely to be raised at the forthcoming IGC. He said Britain would resist efforts by other EU governments to address the problem of unemployment through treaty changes because London did not believe this was the right way to create jobs.

Clarifying the government's pledge to put animal welfare on the IGC agenda, Mr Rifkind said this would not mean enhancing the power of the European Commission.

The government simply wanted a protocol which would instruct the Commission to respect animal rights in those areas, such as the single market and farming, which it already oversees.

Meanwhile, the pro-European wing of the Conservative party maintained its pressure on the government. Mr Quentin Davies, a leading Euro-enthusiast, argued that if the UK stayed out of a single European currency, it would cost the average British household £10 (\$15.30) a week.

# Commissioner enters fish dispute

By Alastair Maitland in London

Britain could curb the problem of "quota hopping" in the fishing industry by adopting schemes used by other member states, Ms Emma Bonino, the EU fisheries commissioner, said yesterday.

Ms Bonino, who had just completed a weekend visit to fishing communities in Scotland and south-west England, said the government could impose conditions on those registering to fish in UK waters.

They could be required to land part of their catch in a particular port or to visit the port at least 10 times a year. Or they could be obliged to apply British social security rules in employing their crews.

Ms Bonino discussed these options with Mr Tony Baldry, UK fisheries minister, yesterday in response to the European Court's ruling on March 5 that Britain should pay compensation to non-UK fishermen for illegally banning them from UK waters between 1989 and 1991 in an effort to stop quota hopping.

Quota-hopping is when fishermen register in another member state to take a share of that country's fishing quota.

The European Court of Justice ruling doesn't automatically link vessel registration with quota," said Ms Bonino. "You can, in a non-discriminatory way, put conditions on the allocation of quota."

There are just under 150 non-UK fishermen now holding British quotas. About 100 are Spanish, 40 Dutch and the rest Belgian, according to the UK agriculture and fisheries ministry.

They represent about 20 per cent of the beam trawler fleet - larger vessels fishing offshore. The number has risen from fewer than 100 in 1988.

Spanish fishermen are particularly keen to take advantage of UK quotas for hake, monkfish and megrim, a round fish, in western waters of Britain. British fishermen say the fish goes straight to Spanish markets.

The British government argues that there is a conflict between the single market and nationally allocated quotas, highlighted by the quota-hopping issue. It is proposing a possible change to the Treaty of Rome to enable British fishermen to enjoy the full advantage of UK quotas.

But senior Commission officials are understood to be unclear what the government intends to achieve by raising the issue at the EU intergovernmental conference, given that the white paper published last week is short on detail.

They are also critical of the UK for not taking advantage of co-financing offered by the Commission to pay fishermen to leave the industry between 1988 and 1995. Instead of being paid by the government to quit, some smaller fishermen sold their licences, enabling foreign trawler owners to make further inroads.

Ms Bonino acknowledged yesterday that quota-hopping was a problem, but added: "If the fishing industry believes that by eliminating quota-hoppers they'll solve their problem... they're wrong... particularly in the UK there's a need to reduce the overcapacity of the fleet."



Emma Bonino prepares to meet protesting fishermen at the harbour of Newlyn in the far south-west of England

# Government set to overshoot borrowing target

By Gillian Tett,  
Economics Correspondent

The government seems set to overshoot its target for public borrowing this year, after it collected less tax than expected in February while spending more than planned.

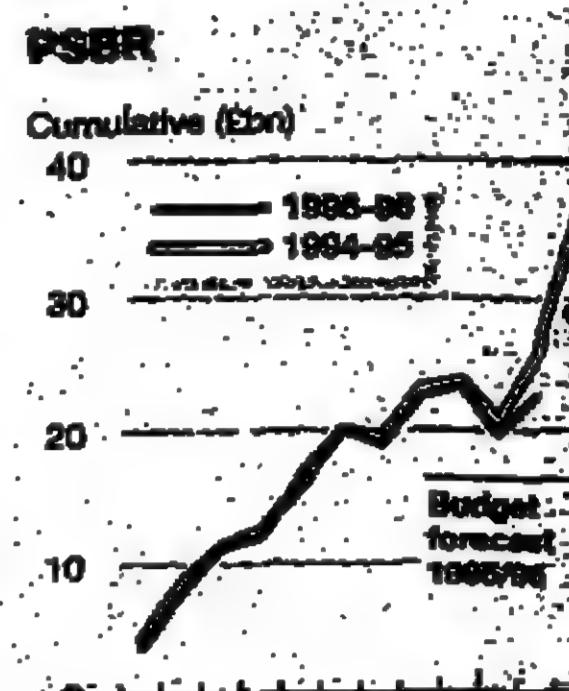
The likely overshoot casts fresh doubts on the government's ability to provide significant tax cuts before the general election which must be held by May next year.

But with one month of statistics left until the end of the financial year on March 31, some economists hope that the picture will improve if departments cut spending this month.

The downbeat news on public finances was partly offset yesterday when the Bank of England, the UK central bank, said the government would reach its inflation target. Mr Eddie George, Bank governor, said in Stockholm that the Bank "currently expects to meet the [inflation] target of 2.5 per cent or less through 1997".

His comment is the first public hint that the Bank supported the decision earlier this month by Mr Kenneth Clarke, chancellor of the exchequer, to lower interest rates from 6.25 per cent to 6 per cent.

Nevertheless, with an election looming, the City of London now suspects that room



for further interest rate cuts is limited, while the scope for large tax cuts may also be constrained.

The Central Statistical Office said the government borrowed £2bn in February, taking the total public sector borrowing requirement (PSBR) for the financial year to £22.6bn. This level was fractionally lower than the City expected, and better than last year.

But the figure was flattered by proceeds from privatisations. Without these, the PSBR in February was £4.4bn compared with £5.1bn the previous year.

The underlying trend cast doubt on the government's ability to meet its target of reducing the PSBR to £20bn this year from £25.9bn last year.

# Charm fails to compensate for dirty bathrooms

By Roderick Oram,  
Consumer Industries Editor

Small hotels are long on charm, attentive staff and efficient billing systems but short on clean bathrooms, good mattresses, staff training and simple managerial controls.

The description came yesterday in a government document designed to help improve standards in hotels with fewer than 50 bedrooms.

The report, by the national heritage department, was criticised for its limited scope by the National Council of Hotels Association, an umbrella organisation for groups representing

small hoteliers. "The sampling was utterly and absolutely ridiculous," said Mr Fernley Smith, president of the council and a former hotelier.

"Thirty of the hotels were in London and the other 40 in the country. But there are 40,000 to 50,000 small hotels, guesthouses and bed and breakfasts."

The small sample made it "difficult to take the findings seriously".

High rates of value added tax and uniform business rates were reasons why small hoteliers sometimes could not afford the investment needed to meet standards, he added.

A particular strength of small hotels was "the personal touch they

can provide", said the Department of National Heritage. But consumers wanted "reassurance that industry does not mean unreliability".

The department examined facilities, service and business practices such as marketing and training.

Running hotels popular with customers was no guarantee, however, that the enterprise was managed on a business-like basis, it said.

Training was the weakest area.

Only 20 per cent of the hotels had formal training, although 85 per cent had some informal version. Only 25 per cent of managers had been trained. "Small hoteliers have great

potential to improve their revenues if they undertake some training," said Mr Stephen Harwood-Richardson, the research manager of the Hotel and Catering Training Company. The organisation draws up standards for national vocational qualifications in the hospitality sector.

The 10 hotels that scored best on training also scored high on service and achieved an annual revenue per room 40 per cent higher than average.

Less than 50 per cent of those sampled had any written form of procedure for staff. Maids, for example, had no checklists for bedrooms and public areas. This was a reason why hotels

tended to score badly on general cleanliness, one of the main factors by which customers evaluated hotels.

Bathrooms were singled out in the report. Fixtures and fittings were not normally workable but often in poor condition. Loose tiles, worn carpets, dampness, poor maintenance and inadequate ventilation were often cited by customers. In public areas, common shortcomings were dusty furniture and stained carpets.

The 10 hotels that scored best on service and business skills had an average revenue per room of £20,400 a year compared with average revenue of £13,200.

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## CONTRACTS & TENDERS

### ST LUCIA ELECTRICITY SERVICES LIMITED CUL DE SAC POWER STATION PHASE II

#### NOTICE OF INVITATION TO TENDER

St Lucia Electricity Services Limited have in preparation tender documents for the expansion of their facilities at Cul de Sac Power Station. In addition to the facilities for the new 'B' Station the works will include additions to the existing 'A' Station as follows:

#### 'B' Station Works

- power station building having four engine bays and a loading bay
- new control room block
- two diesel generating units of 8.0-9.5 MW output with an option for a third unit. These are to have not more than 12 cylinders and an operating speed limited to 500 rpm
- thirteen switch 11kV switchboard arranged capable of extension
- additional fuel oil storage tank, pump and coalescer
- associated plant, electrical and control equipment
- additions to the existing 66kV substation including two 25/37.5 MVA 11/66kV interbus transformers
- associated substation control and protection equipment and additions to the existing 'A' Station control room
- roads, drainage and site services

#### 'A' Station Works

- Transmission and Distribution Workshop
- new Generation Workshop
- improvements to various 'A' Station facilities

The contract for Cul de Sac Power Station Phase II, LUC/10/CDS is to cover the design, supply, delivery to site, construction, erection, testing, training of Employer's staff and

defects liability for a period of two years of the Works specified. Completion is being sought for the 'B' Station Works by the first quarter of 1998 and the 'A' Station Works six months earlier.

It will be a requirement that local manufacturers, suppliers or subcontractors shall be given the opportunity to provide materials or work which is within their competence to supply. Tenderers will be required to indicate the nature and extent of work which it is expected could be provided locally.

St Lucia Electricity Services are currently negotiating suitable loans from international and regional financial institutions to cover the balance of the cost of the project not being met from internal resources.

When financing arrangements are finalised all companies who have expressed interest will be advised whether or not they are eligible to tender. A complete set of tender documents will be made available to all interested eligible companies in exchange for a non-refundable fee of 500 US dollars for each set. It is anticipated that the documents will become available at the end of March 1996.

Firms with proven ability in undertaking similar projects are invited to notify:

Kennedy and Donkin Power

Westbrook Mills

Godalming

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Reference: LUC/ELC/R/CD



## TECHNOLOGY

Engineering and technological advances mean greater vehicle road safety, write Andrew Baxter and John Griffiths

# Computer's dummy run

After years of being driven into walls to satisfy car industry designers and safety regulators, crash-test dummies are to get new "virtual" playmates.

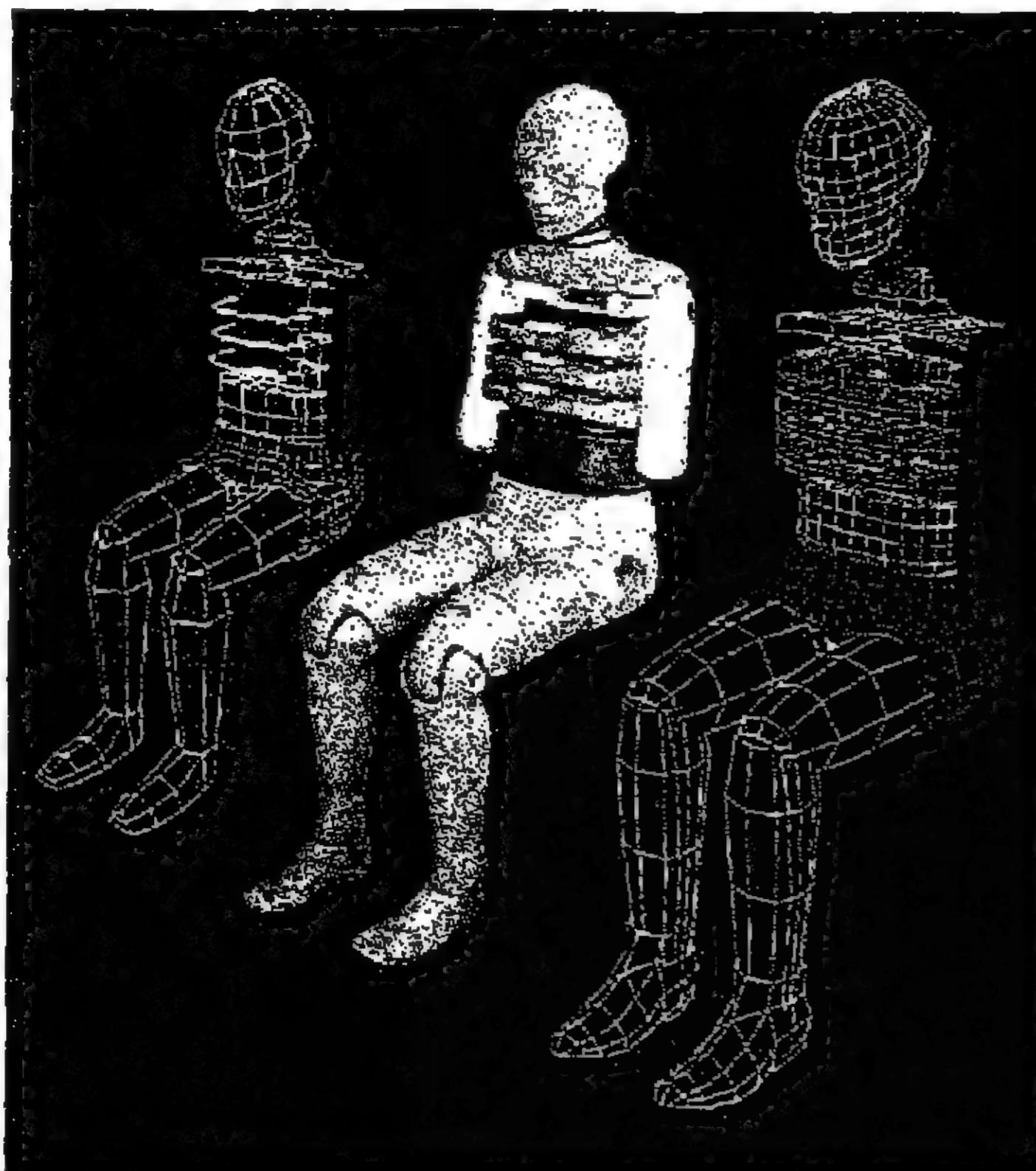
A family of computer-simulated dummies is about to hit the streets, metaphorically speaking, as a result of a link-up between Michigan-based First Technology Safety Systems, the world's largest producer of crash test dummies, and Ove Arup, the UK engineering consultancy.

Both companies stress it is not the end of the road for the traditional crash test dummies, which have been painstakingly developed by a traditional craft industry over the past three decades.

But the development does represent the removal of one of the last barriers to computer simulation in the automotive industry, which has already enabled engineers to predict and develop everything from noise levels to crash performance before the first prototype has been built.

Consequently, the new virtual family is being viewed with considerable interest in the car industry, says John Miles, Arup's director with responsibility for advanced technology activities. Car designers will be able to pick up a standard file of a dummy from their computer file library just as they would for parts of the car, says Muir Parker, chief executive at UK-owned FTSS.

Already, the performance of parts such as airbags and seat belts can be simulated on computer, but crash test dummies are one of the most complex structures to model. They are made of steel, aluminium, vinyl, rubber, foam and shock absorbers, and the behaviour of each of these materials in a crash has to be accurately described to the computer so that the response of the whole dummy can be calculated and analysed. The soft materials are particularly complex because they behave differently at



Sitting pretty: EuroSID-1 seated between two electronic simulations

different speeds.

Months of painstaking work is required for testing the dummy components to ensure the simulation is accurate. The head, for example, is dropped on to a steel plate and the responses measured and compared with the model. The process combines FTSS's dummy

and expertise with Arup's analytical skills to produce the models using finite element analysis, one of the most important computer simulation tools.

At first glance, the approach looks to be a distinct second best to simulating a human being. But the crash test regulations are framed in terms of dummy responses, because it would be impractical to calibrate human beings for this purpose. As a result, it is correlation between the computer simulation and the dummy behaviour which the car industry requires.

"Some crude computer models of dummies have been developed before, but everybody's is different," says Parker. By using the new standard family, the variability introduced by "getting someone down the street to design a software dummy for you" will be reduced, he says.

Simulating the occupant - or at least a dummy - will also allow calculations of the effects of a crash to be made on the person, says Tim Keer, Arup's project manager, rather than on the car as happens currently. "You would be able to say that the driver's ribs have been compressed by 3mm, rather than that the impact on the car was a 4in dent."

Before their association with FTSS, Arup had already designed a simulation of EuroSID-1, the new European side-impact dummy. This was done for a US/European/Japanese consortium of companies by the UK Transport Research Laboratory.

Arup's first computer models for FTSS will be the small, medium and large person front-impact dummies

known as the Hybrid III family. These are due to be available by the summer, and the intention then is to extend the virtual family into FTSS's side-impact dummies and child dummies.

Kear says it is inconceivable that the car industry would move exclusively to computer-simulated crash-testing, but the simulated and physical versions are very complementary. Parker, too, views the simulated dummies as an opportunity rather than a threat to their physical counterparts, as they will have different uses.

The simulations will be used at the early stages of the design process, he says. They could be used to simulate how the airbag functions before any parts have been built. Real testing would be reserved for later design stages as the vehicle moves towards production.

The simulated dummies could play an important part in reducing the cost and time associated with new vehicle development. At present, a car manufacturer will build many prototypes and pre-production vehicles to validate a new design before committing to production. Of these, 30 or 40 will be crash-tested - and some of them will have been hand-built at a cost of more than \$1m (\$600,000 each).

Looking ahead Parker thinks the lessons learnt from simulating the present range of crash-test dummies will be used to develop the next generation of physical dummies. Meanwhile, he says, simulation can improve the quality of the current FTSS range by offering a way to measure the dummies coming off the production line against their computer equivalents.

problem to the supercomputer, which would send the answer back via the PC.

Arup hopes the approach will find widespread acceptance within the industry. Most of the leading carmakers already have supercomputers and the simulation software, LS-DYNA3D, is a prerequisite for crashworthiness engineering in any case. So the additional investment would be minimal.

Independent toolmakers would, naturally, borrow time on a supercomputer rather than having to buy one. But, based on past developments in computer power, even the toughest tooling problems could be handled on a PC or workstation by the end of the century, Miles predicts.

# Anti-whiplash firmly seated

The next generation of Sweden's Saab cars are planned as the first to be fitted with an "active" headrest system designed to prevent whiplash injuries to the neck in a collision. Such injuries are among the most common in road accidents, usually arising from a rear-end impact.

Developed jointly by Saab and Delphi Automotive Systems, the components subsidiary of General Motors, the system is entirely mechanical and should not have to be replaced or repaired after an accident.

Saab is 50 per cent owned by

General Motors, which also has management control, and the system is seen as a useful extra marketing tool, as well as a genuine safety advance, in GM's efforts to revive the Swedish company's sales

forward against the head to prevent whiplash movement. It is designed to activate when forces exceed the equivalent of hitting a concrete barrier at 9 to 11 miles per hour. It returns automatically to the "passive" position.

The concept provides another example of the heightened priority

that vehicle makers have been

giving to safety aspects of cars

since the early 1980s, and which has

resulted in the virtual

standardisation of door

anti-intrusion bars and driver's

airbags in cars in current

production.

The old idea that "safety doesn't

sell" is dead," says Saab. To

complement the anti-whiplash seat

Saab, like most other carmakers, is

also exploring the provision of

airbags to protect against side

impacts.

Nor is the current preoccupation

with safety expected to fade, not

least because it is on the agenda of

the Paris-based Federation

Internationale de l'Automobile,

which covers most of the world's

motor racing associations and interest

groups.

Historically best-known as the

governing body for world motor

sport, under president Max Mosley,

it is being developed into a research

and lobbying organisation on behalf

of motorists, with safety issues at

the top of the agenda.

New EU crash safety barrier tests

approved in Brussels last month,

for example, are being introduced

sooner than the motor industry

may have wished, primarily under

pressure from the FIA.



Saab's 'active' headrest system is a safety advance as well as a marketing tool

## Capturing craft skills

retiring, and the apprentices schemes for training replacements are largely a thing of the past. The way ahead, says Miles, is to capture the toolmaker's skills in some form of "knowledge base" and then supplement this with computer simulation to help the next generation of tooling engineers.

Toolmakers know enormous amounts about what happens to a steel when the tool hits it. But the knowledge comes from looking at the end result, while a computer simulation can show the process as it occurs. An obstacle, however, is

that simulation is a rather specialised and computer-intensive activity. Skilled toolmakers do not have the time to become computer wizards. Removing the obstacle requires the mystique of supercomputer simulation to be dispelled and replaced with a user-friendly, design-oriented package running on a PC.

Such a product was developed recently by Toronto-based Forming Technologies (FTI). Its PC-based system, FTI Case, has been taken up by North American, East Asian and European manufacturers.

Last year, Arup and FTI decided

to evaluate the potential for running their systems "back to back". Working in Detroit with Binder, a US tooling designer, and Cray Research, the supercomputer manufacturer, the team set to work simulating the formation of one of the most difficult pressings they could find - a pair of wheel arches, shaped back to back and produced on one steel sheet.

The system works with the supercomputer acting as a "big gun" behind the scenes, says Miles. The toolmaker's PC software would pass on a particularly difficult

problem to the supercomputer, which would send the answer back via the PC.

Arup hopes the approach will find widespread acceptance within the industry. Most of the leading carmakers already have supercomputers and the simulation software, LS-DYNA3D, is a prerequisite for crashworthiness engineering in any case. So the additional investment would be minimal.

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# 'Conceptual' rules the waves

William Packer on the opening Visual Arts UK exhibitions

**V**isual Arts UK is an ambitious festival of art, old and new, indoors and out, which is taking place across the north of England, from Cumberland to Durham, between now and November. It will include treats as various as the first of the 100 Cumbrian "Sheepfolds" that Andy Goldsworthy hopes to remodel in time for the millennium, and the return of Velasquez' "Rokeby Venus" to the North for the first time since the National Gallery bought it in 1905.

The coast-to-coast "Sustans Cycleway", with its commissioned sculptures to mark the way, is to be extended. The National Trust's Foundation for Art has put a carving by Peter Randall-Page on the shore at Derwent Water. David Mach is to build a brick railway engine at Darlington as a steam age memorial. There is to be much, much else.

So far, so good. With the Yorkshire Sculpture Park and Grizedale Forest now long established, the North of England is hardly stranger to the idea of putting sculpture into wild and natural places. In this particular respect, there is little controversial or mimentary in the programme of Visual Arts UK, much that will be readily accessible to a general audience. But clearly the early March weather was too unbiddable, and a gabbie of critics thought too delicate, for such a prospect. Safer by far, on a cold wet northern day, to mark the opening view with gallery shows in Sunderland and Newcastle.

But suddenly doubt creeps in, for here is work presented in an oddly authoritarian fashion by those who truly believe they know what is the best, the most significant art of the day. It is not simply for us to take or leave as may be, but already bought on our behalf.

The Contemporary Art Society is an admirable private institution that has been giving works of modern art to public galleries for over 80 years. The Arts Council is the Arts Council, the Tate the Tate.

Daniel Defoe, among his many achievements, wrote two of the first classic novels about women. The heroines of *Moll Flanders* and *Roxana* are not just far more realistically shown than most other women shown in the novels and plays of the late-17th or 18th centuries, they are also remarkably modern. They do not live for love, they have considerable independence of mind, and they keep re-inventing themselves in their pursuit of liberty and happiness.

But so what? Defoe still shinned in two important respects: he was white, and he was male. J.M. Coetzee's 1983 novel *Foe* reminds us that "Foe" was Defoe's original name, and it pretends that his original source for *Roxana* (also a woman called Susan Barion, who as a castaway shared "Cruso's" island and made it to London, after Cruso's death, with the voiceless Man Friday) in London, she meets another Susan

Tate. The first two appoint panels of independent buyers year by year the Tate has its trustees. And do we still get that independence of interest and judgment which was the informing principle of the system?

No. What we do get is the narrow academicism of avant-garde relevance and radical experiment, that fatuous and blinkered righteousness that elsewhere apparently would wish to remove the Royal Academy from its constituency in its Summer Show.

**H**ere are photo-based work, socio-political work, body work, conceptual work, high ideas, pretension. Colin Nichols (CAS) has four upright plastic tubes decorated crisply, with the aid of masking-tape, brown, blue, violet and orange. Lately, he tells us, "my studio practice has been exclusively concerned with the investigation of colour relationships on 3-D surfaces (plastic tube). The medium is acrylic and the visual exploration of its handling is a central concern. The works are abstract and seek to establish a visual resonance which distances the industrial pre-formed section from our knowledge of its utilitarian context." Indeed.

There are, of course, many things worth having, even among the conceptualists - Tony Carter's elegant bottle sequence (CAS), for example, Richard Wentworth's Siamese buckets (Tate), and Cornelia Parker's garden shed and contents, blown up by the Army and every piece hung on its thread from the ceiling (Tate) in a darkened room. There is good, if more orthodox, sculpture from Bill Woodrow and Grenville Davey (CAS), and good abstract painting from Bridget Riley (CAS), Ian Davenport (AC), Callum Innes (CAS), Basil Beattie (CAS, AC) and Graham Ayres (AC, Tate). The craft too, fine craft as we must call it, is full of interest, from the black wooden bowls and benches of Jim Partridge (CAS, Crafts Council) to the

Magnificent exception: 'Standing by the Rags' by Lucian Freud, from the Tate Gallery collection

ceramic sculpture figures of Philip Eglin (CAS, CC).

With the magnificent exception of Lucian Freud (Tate), by now safely beyond all curatorial question, what is markedly absent is anything founded in direct observation of the visible world. For the rest, we have only the expressionist response of an Auerbach (Tate) or Cresswell (CAS), the narra-

tive compilations of Kitai (Tate) or Doig (CAS), or the increasingly banal and self-celebratory life-cast figurines of Antony Gormley (Tate).

Simon Lewis paints previously tiny landscapes (CAS) that any larger would be quite unremarkable. These, we are told, "are references to actual places the artist visits... where he makes draw-

ings and photographs." What ever next? Roll on the Royal Academy Summer Show.

**T**ake It From Here - Contemporary Art Society Purchases 1992-95: Sunderland Museum & Art Gallery, City Library and the Vandy Gallery at the University of Sunderland until April 13; sponsored by Art Services Ltd. *New for the Nineties*

- The Crafts Council Collection: Shipley Art Gallery, Gateshead, until May 12. *Ac - Art Council Collection*, new purchases 1988-95: Hatton Gallery, Newcastle University until April 13, then on tour.

**T**ate on the Tyne - recent Tate acquisitions: Laing Art Gallery, Newcastle-upon-Tyne, until May 12; sponsored by East Coast Railway.

## Concerts in London

# Russian nights

**A** decade after the first flush of perestroika, Russian music still has a high profile in the west. Younger musicians such as Valery Gergiev and Mikhail Pletnev have shown an unflagging determination to keep up the momentum - a fascinating case of socialist investment in the arts bursting into life when it meets capitalist freedom of trade.

Pletnev is back in London for a couple of weeks as guest conductor with the Philharmonia. Having first made his name as a pianist, Pletnev founded his own orchestra (the Russian National) in 1990 and now fits in an extensive schedule of conducting a range of European orchestras with his other interests. Everything suggests an organised mind, which his conducting style reflects - clear, sharp, decisive signals asking for disciplined playing to match.

The performances in the first of his three London concerts with the Philharmonia always had technical precision as an objective, even when there were untidiness on the way. Compared with the Russian conductors of the generation above him, Pletnev is a different kind of musician: not genial or effusive like Rozhdestvensky or Rostropovich, not histrionic like Mravinsky and Svetlanov. Each of those in his own way has worn his heart on his sleeve, whereas Pletnev's music-making is about strict control, both emotional and otherwise.

The programmes which he has with the Philharmonia are exclusively Russian (that is Pletnev's selling-point, either he or the orchestra is sticking to it). This first concert included characteristically brisk and alert performances of Tchaikovsky's Third Orchestra Suite and excerpts from Prokofiev's *Romeo and Juliet*, the latter as vividly characterised as any fully-staged ballet

could make it. Despite a driving sense of urgency, Prokofiev's *Alexander Nevsky* wanted the last ounce of concentration to make it gripping. The Philharmonia Chorus found itself overpowered by the orchestra, but Irina Tchitsikova was just the right Russian mezzo the work asks for.

Two nights later the BBC Symphony Orchestra followed on at the Royal Festival Hall with a concert featuring two truly massive Russian scores. When he was commissioned to write his Second Symphony by the BBC in 1978, Alfred Schnittke must have been told that money was no object. The inspiration from the composer hearing a small choir singing evening mass in Bruckner's church near Linz, in Schnittke's version a similar mass is heard in the distance (the vocal group Polyphony) while a large orchestra comments on each movement in turn.

After the emptiness of his recent works it is a jolt to be reminded how complex, and sometimes beautiful, Schnittke's earlier music could be. The BBCSO under Dmitry Kitayenko played up the shattering extremes of the symphony to their maximum, though the doubt always lingers that Schnittke's eye for scale was bigger than his inspiration. Kitayenko was then joined by the London Symphony Chorus for Bruckner's *Te Deum* and Scriabin's extravagant *Poem of Ecstasy*. Two and a half hours on, the audience had certainly had its money's worth, is there anybody now other than the BBC who could contemplate such an ambitious undertaking?

Richard Fairman

Philharmonia concert sponsored by Motorola. Pletnev and the Philharmonia at the Royal Festival Hall again on March 20.

# George Lloyd

**R**ejected by the New Music establishment, George Lloyd re-emerged into public life during the 1970s after a period of self-enforced silence. On Saturday at the Royal Festival Hall, as hale and hearty as a man half his 83 years, he conducted an inspiring first performance of his newly composed setting of verses by John Donne, *A Litany*, with the Philharmonia Orchestra and one of the indispensable upholders of an endangered but vital British musical tradition, the Guildford Choral Society, whose commission it was.

Both those who love and hate Lloyd's music in our knowing, post-modern age will not have been disappointed: *A Litany* celebrates the English choral tradition as confidently as any similar work by Parry, Elgar, and Vaughan Williams. If this poses a problem, it is worth remembering that he conducted his First Symphony two years before the deaths of Elgar, Delius and Holst, composers who would find little in his music that was unfamiliar, and that if his composing career had followed its natural course without interruption we might more easily accept his claim as their natural successors alongside composers such as Finzi or Howells.

Even so, it must be said the

basic building blocks of Lloyd's music are much less interesting. His harmonic language is often rudimentary and his melodies predictable, with neither the valdedykeit quality of a Finzi nor the sublimated eroticism of a Howells. His greatest asset lies in his superb handling of the orchestra. Grateful to play, thrilling as sound (particularly the brass), its rich dressing merely highlights its musically unmotivated rhetoric, nowhere more so than in the rather turgid unaccompanied choral writing of the meditative third movement.

Perhaps the musical content of *A Litany* would have emerged more strongly if it had not been programmed alongside Elgar's moving, final large-scale choral work, *The Music Makers*. Hilary Davan Wetton, the choir's musical director since 1968, conducted a well-prepared account, faithful to the letter of the score but missing the authentic Elgarian elan. Catherine Wyn Rogers proved an eloquent, touching soloist, best in her moments of reflection, but somewhat overwhelmed when pitted against full choir and orchestra, a problem of balance which, for all his music's other drawbacks George Lloyd would have been well able to solve.

Antony Bye



## Theatre/Alastair Macaulay

# The woman behind Crusoe

Barton, who claims to be her daughter. This refers to a key part of *Roxana*. Susan is Foe's muse, she tells him; and the muse was never drearier or more bedraggled. Or more p.c. *Foe* makes amends at one and the same time to the obliterated female voice and the deracinated and silenced black, while toying modestly with the relationships of art and life, of silence and speech, of fact and fiction. And it is *Foe* that Théâtre de Complicité has adapted in its latest production.

Complicité is the least British and most European of our theatre companies. Its use of physical and vocal intensity is, even after several years, exotic and, on occasion, refreshing. Sound and design are fluently incorporated into the action; and the performers, because they are involved in

the creative process to a high degree, behave with the authority of authors, not interpreters. In the case of *Foe*, which is all about the nature of authorship, this might be highly interesting.

Might be, but in the event is not. Complicité is a broad enough church to include several different stylists (in 1994-95 two separate Complicité shows) and includes the worst of them. It has been adapted for Complicité by Mark Wheatley, and co-directed by Annie Castledine and Marcello Magni. And, at the centre here, as Susan Barton, is Kathryn Hunter.

Hunter is so vivid and peculiar a stage personality, so assured and mannered and gutsy a performer, that you can easily see why, earlier in the

1990s, she won two best-actress awards for performances with Complicité. And yet, as *Foe* reveals only too plausibly, her acting is as terrible as it is striking. Her style here has become Marcello Magni as Foe's scoundrelly servant Jack, the thunderously amplified shutting of unseen London doors. The amount of flakily prolonged screaming in both acts beggars belief.

I will say one thing for *Foe*: it has

left me longing to read a Defoe biography, to read some (sometimes in one speech) than the Comédie-Française could would employ in ten, and with her chesty nightmare voice flamboyantly rising and dipping and vibrating in every line. She reveals no inner life, and everything she does is wholly concerned with external effect.

In this last respect, she reveals (a)

the worst feature of Complicité style;

(b) the basic flaw of *Foe*; (c) the most grottesque sin of much bad old European acting. Everything in this production is turned into mere effect: the amplified crashes of waves of the des-

er-island beach, the wordless African chanting of Patrice Naiambana as Friday, the ghastly laughter of Selma Alisapic as Susan's maybe daughter, the cuter-than-thrills tricks of Marcello Magni as Foe's scoundrelly servant Jack, the thunderously amplified shutting of unseen London doors. The amount of flakily prolonged screaming in both acts beggars belief.

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I will say one thing for *Foe*: it has

left me longing to read a Defoe biography, to read some (sometimes in one speech) than the Comédie-Française could would employ in ten, and with her chesty nightmare voice flamboyantly rising and dipping and vibrating in every line. She reveals no inner life, and everything she does is wholly concerned with external effect.

In this last respect, she reveals (a)

the worst feature

## COMMENT &amp; ANALYSIS

Martin Wolf

## Problems of uncertainty

Naive Keynesianism is dead. But the legacy of Keynes remains relevant to policymakers struggling with the difficulties of managing market economies

John Maynard (Lord) Keynes died almost 50 years ago, on April 21 1946. For a little more than a quarter of a century after his death the influence of his ideas grew, until even Richard Nixon declared "we are all Keynesians now". The US president was right, though not for long. The great inflationary fire of the 1970s consumed naive Keynesianism - the use of discretionary fiscal policy to expand real demand and secure full employment. It cannot be revived. But Keynes's concern with how best to manage a market economy remains as vital today as 50 years ago.

Robert (Lord) Skidelsky, the distinguished biographer of Keynes, argues in a lucid short study of his life and influence (*Keynes, Past Masters*, Oxford), that naive Keynesianism was the guiding creed of economic policy for only a little over a decade, roughly as long as the monetarism that followed. Its worldwide dominance began with the accession of John Kennedy to the US presidency in 1961 and ended with the first oil shock in October 1973.

Why was it so short-lived? Lord Skidelsky asserts persuasively that it was because Keynesianism failed in its desire to make "the world safe for capitalism and capitalism". It was destroyed by its identification with "a disproportionate growth of the public sector accompanied by growing labour militancy". As a result, naive Keynesianism gave birth to the four horses of its own destruction - inflation, dirigisme, fiscal hyperinflation and short-termism.

The destruction of the value of money was the principal long-term bequest of the Keynesian era. It was 30 years after the death of Keynes before naive Keynesianism was abandoned, a period during which the British level of consumer prices rose by about 450 per cent (see chart). Such inflation was unprecedented in British economic history. The cost of eliminating the resulting inflationary psycho-

logy still not fully achieved, has been horrifyingly high in terms of recessions and unemployment.

To sustain "full employment" when inflation was accelerating, governments turned to controls on prices, wages and profits. Such interference was partly justified by the belief that incentives and competition were of little importance; full employment and growth could be secured by expanding demand.

This lack of attention to incentives was particularly marked in the indifference of Keynesians to the malign effects of rising taxation and public spending. It was exacerbated by the shift in the focus of policy debate away from long-term performance to what would happen to activity over the next year or two. While the depression did indeed require urgent remedies, his statement that "in the long run we are all dead" gave a green light to the generation of short-termists.

These were grievous faults but Lord Skidelsky carefully distinguishes the more circumspect attitudes of Keynes from the excesses of his disciples. "First, although he was intellectually over-confident - a trait inherited by his follow-

ers - he was notably modest about what policy could achieve in a free society, something which his followers tended to ignore. Secondly, his social aims were, as he put it, 'moderately conservative'.

There is nothing in Keynes's social philosophy, which would have supported the seemingly relentless expansion of the welfare activities of the state which contributed so heavily to the fiscal crises of the 1970s.

Yet Keynes cannot escape all blame for the debacle. As Lord Skidelsky remarks, "the existing system was oligarchic and plutocratic, rather than democratic. The assumption that it would continue this way, with the addition of 'technical expertise', was the Achilles' heel of Keynes's political theory".

If much damage was done and Keynes himself bears a part of the blame, is his thought now no more than a historical curiosity? The answer is no.

Most obviously, modern macroeconomic theory started with his seminal work. An economist can now be Keynesian or anti-Keynesian, but not pre-Keynesian. Furthermore, the collapse of monetary targeting - Keynesianism's once

triumphant successor - has led to renewed interest in his approach to policy.

Prior to Keynes, informed opinion held that governments should follow specific rules for monetary and fiscal policies - such as the gold standard and balanced budgets. Keynes, however, was tempted by the idea of a discretionary policy, adjusted in the light of changing circumstances. This prediction derived from the most intellectually exciting aspect of his vision - his emphasis on pervasive uncertainty about the future and the consequent difficulty of securing co-ordination of the plans of millions of producers and consumers in a modern economy.

Full employment of resources depends on how people react to their constantly fluctuating expectations of an inescapably uncertain future.

At times of high uncertainty, for example, people will seek to hold their wealth in as liquid a form as possible. This is what money - a general reserve of purchasing power - allows them to do. As they flee to money, the desired return on riskier long-term investments will rise and investment shrink, perhaps collapse, bringing ruin in its wake.

While Keynes himself did not have the tools fully to analyse the implications - in important respects, we still do not - he had brilliantly identified the principal problem, both for understanding and for policy.

He concluded that the right response was to adopt discretionary monetary and fiscal policies. But the obvious way for governments to reduce the uncertainty inherent in a market economy must be for their own actions to be as predictable and transparent as possible.

The Treasury opponents against whom he argued during the 1930s and 1950s understood this, which is why they believed it would be best for sterling to be put back onto the gold standard in 1936 - a decision he condemned.

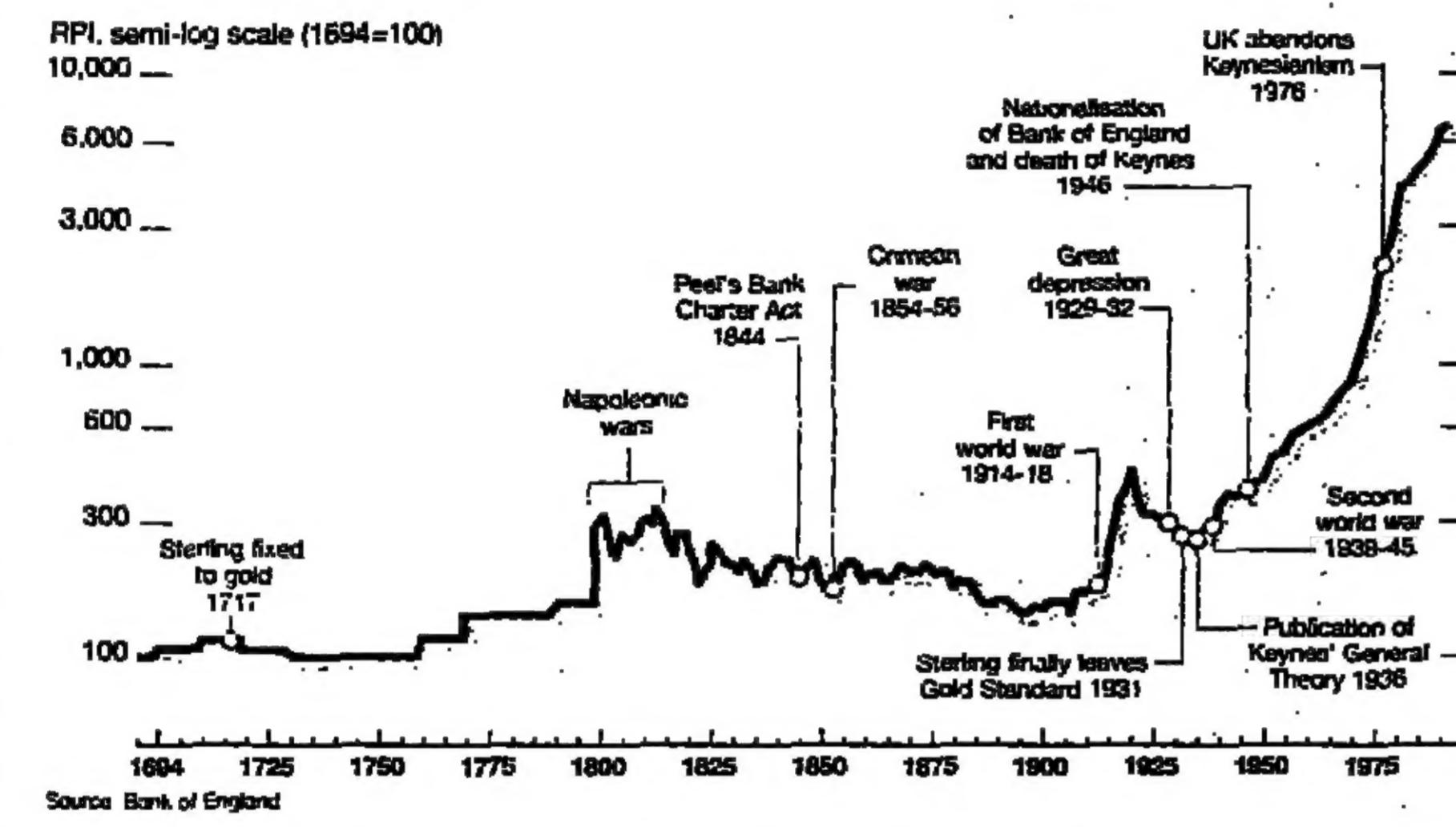
The dilemma remains today, since a rule-governed monetary system has not been established. In particular, the attempt to rely on a rule for the rate of monetary growth has proved unworkable.

Money, being created by the market, is simply not a precise and targetable quantum.

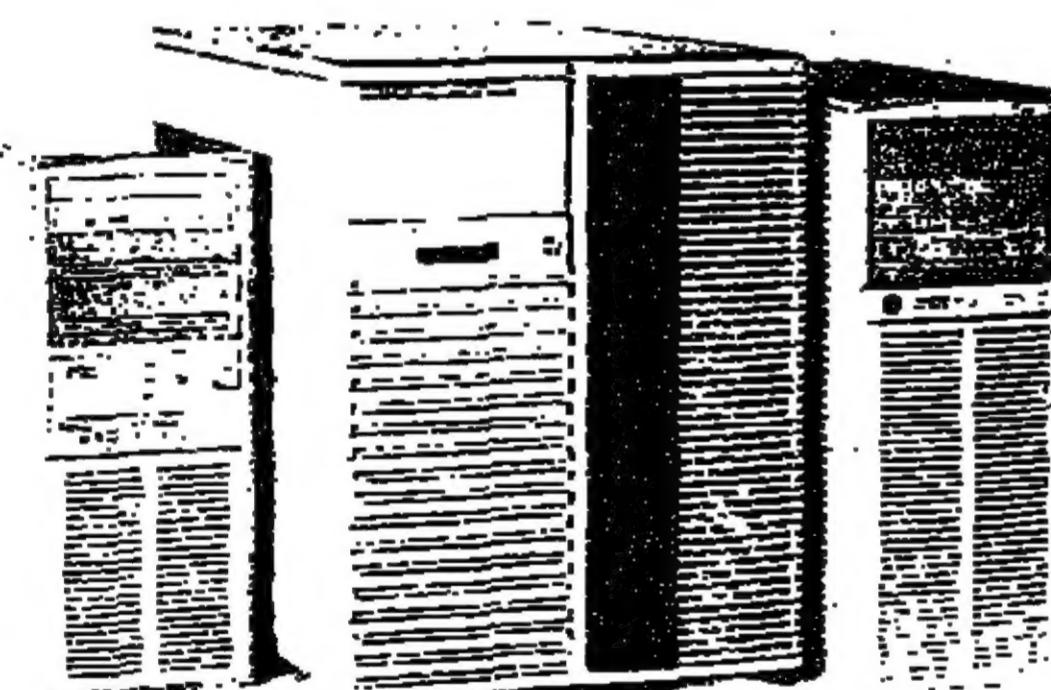
The best answer is to combine the necessary discretion with the required predictability, by adopting responsibility for achieving a target for inflation or nominal national income to an agency of government, the central bank. Keynes himself, who understood the dangers of inflation, might have endorsed this solution in modern conditions, when governments are subject to such strong day-to-day political pressures. It is, in any case, Keynesian in the broadest sense - in being a practical response to the problem of pervasive uncertainty he had himself identified.

It is Keynesian in another sense, too. If policymakers manage to steer the economy between the rocks of high inflation and the whirlpool of depression, both equally destructive to social stability, they will also live up to his heroic assertion that economists are "trustees, not of civilisation, but of the possibilities of civilisation".

## The great Keynesian inflation in historical perspective



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VIDE CASE

OPPEL

## FINANCIAL TIMES

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Tuesday March 19 1996

# China and the world

Beijing's latest military exercises off Taiwan have exposed a disconcerting level of disarray in the outside world. In their aftermath, developing a more coherent policy towards China must be a priority for the rest of Asia and for the west. The US has to take the lead because it alone, in spite of recent uncertainty, still commands real respect in Beijing.

The right approach is to be firm on security matters but constructive overall. Within a generation China is likely to become a leading power, both economically and politically. The world will have to deal with it on those terms, but, handled correctly, China's emergence need not constitute a threat.

The rest of Asia worries about China's tradition of exacting tribute from weaker neighbours. Doubtless some of China's more conservative and nationalistic cadres still think in those terms. But many of its younger technocrats are more concerned with economic liberalisation and the creation of a prosperous society.

The west must encourage this latter group. China's emergence on the world stage will be smoother politically if it grasps the concept of global economic interdependence. The deliberations of Apec and its Asia-Europe counterpart are important in this context, however feeble their initial results. As long as China is outside the World Trade Organisation, these are the only groups to engage it in discussing the rules of international commerce.

The US move last weekend to resume its bilateral economic dialogue with China is similarly welcome. Congress should think very carefully before withholding most-favoured-nation status from China. That would drive it into deep economic isolation, as well as deal a cruel blow to Hong Kong's economy in the run up to mainland rule next year.

### Crystal clear

But, while seeking to integrate China economically, the outside world must be crystal clear on its refusal to tolerate security threats. The US policy of deliberate ambiguity on the extent of its readiness to support Taiwan masks a great deal of incoherence and has sent conflicting signals to China.

## False promise of the V-chip

The "V-chip" has crossed the Atlantic even faster than US films and television series now do. Last month, despite opposition from broadcasters, the US passed a law to force all new televisions to be fitted with technology allowing parents to block violent or sexually explicit programmes. Now the US government is seriously considering a similar step. The move has superficial attractions, but is misguided.

Under the proposals, broadcasters would attach an electronic signal to programmes containing material deemed unsuitable for children. Those programmes would then be scrambled by the chip ("V" stands for "violence") unless the chip were switched off by an adult using a secure code.

It is not only politicians keen to champion family values who have embraced the V-chip. Concern about violence, bad language and sex on television is widespread; surveys repeatedly show that parents are particularly worried. One aim, as Mrs Virginia Bottomley, UK national heritage secretary, put it yesterday, is to help "parents exercise their responsibility". Those who believe that what is seen on the screen has an influence on behaviour also hope that the move might help curb violence in society.

However, the proposals are likely to be unworkable. First, it would be almost impossible to devise a rating system of the type required. The sheer variety of television programming is a formidable obstacle. Should serious drama be judged on the same criteria as cartoons and thrillers? What about news - such as last week's tragedy in Dunblane?

### Impossible to apply

Second, even if a ratings system were constructed, it might prove impossible to apply in practice. Advocates point out that such a system exists for film. But the amount of television programming, and the speed with which it is commissioned, are far greater than in film - particularly as the number of channels is increasing so fast.

Third, children are often more adept with computers and video technology than their parents. In

First Washington was bounced into allowing Taiwan's President Lee Teng-hui to visit the US last summer. Then it made almost frantic attempts to assuage Beijing's furious reaction. Now, by sending two aircraft carriers to the region, the US is signalling firmness. This last is the right message: henceforth it must be consistent.

### Moral support

That does not mean Taiwan can or should be recognised as a separate state. Countries which recognise Beijing, including the US, have to respect its claim to sovereignty over Taiwan however much they applaud the latter's move to democracy. Yet the way China is pursuing its claim through threats and demonstrations of force is unacceptable. It is damaging regional security, risks exacerbating the Asian arms race, and is interfering with important shipping and aviation routes on which other nations depend.

If the US security role in Asia is to be credible, Washington must now show that it is capable of acting as policeman. Other Asian nations must at least lend it explicit moral support in doing so that China sees there are limits to its anti-social behaviour. The argument is heard too often that China grants favours only to those who eschew confrontation with it. In practice, it is adept at detecting and exploiting others' weakness.

China must be made to understand that it has much to lose by a policy of adventurism. Any actual invasion of Taiwan would not only almost certainly fail but would swing world opinion, in the US and elsewhere, heavily in favour of recognising Taipei. The flow of foreign capital on which China depends to develop its economy would dry up. China would thus jeopardise both its political and its economic objectives.

In contrast, China has much to gain from learning to live by generally accepted rules of international behaviour. It is not, as China often argues, a question of accepting humiliating outside constraints imposed by others. All rules are more secure when such rules are respected. By accepting its obligations under them, China would enhance its own security as well as that of others.

**Crystal clear**

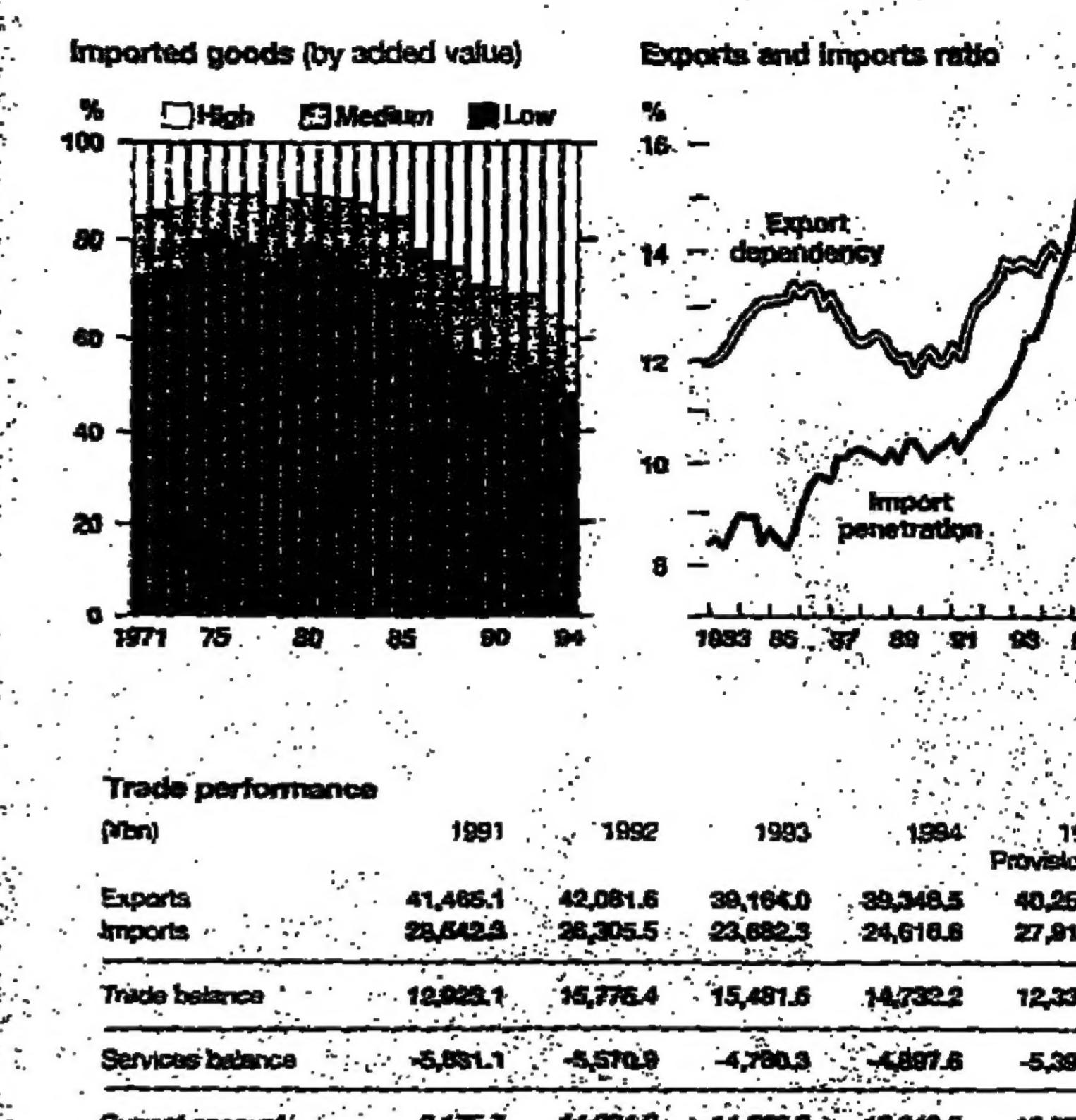
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The US policy of deliberate ambiguity on the extent of its readiness to support Taiwan masks a great deal of incoherence and has sent conflicting signals to China.

## COMMENT & ANALYSIS



### Japan: consumers welcome imported goods



Sources: Jardine Fleming, Ministry of Finance

# Barriers fall to import invaders

Although obstacles still exist, structural changes to the economy mean Japan is opening up to foreign goods, says William Dawkins

**T**here is no longer any magic to selling foreign goods in Japan, according to Mr Mitsuru Sato, president of Volkswagen Audi Nippon, importer of the biggest selling make of foreign cars in Japan.

"This is just like any other market, in many ways," he says. He points out of his office window in the industrial port of Toyosu to a dockside crowded with 5,000 newly shipped Volkswagens and Audis - the latest monthly consignment in what promises to be a record year for VAN.

The company increased its sales in the head last April when the Japanese yen touched a record 77 to the US dollar, rendering imports unbearably cheap by comparison with domestically made products. The rate has since eased, with the dollar now at about Y105. But, unlike in previous periods of yen weakness, there are no signs that imports have lost market share as a result, although analysts believe the decline in the surplus is already slowing because of the stronger dollar.

The falling surplus marks a profound change in the character of Japan's previously export-obsessed economy. Japan's growing taste for foreign goods, most economists say, began as a cyclical change initiated by the cheap imports brought by a rising yen, but has now taken on a momentum of its own.

The currency pressure came to a head last April when the Japanese yen touched a record 77 to the US dollar, rendering imports unbearably cheap by comparison with domestically made products. The rate has since eased, with the dollar now at about Y105. But, unlike in previous periods of yen weakness, there are no signs that imports have lost market share as a result, although analysts believe the decline in the surplus is already slowing because of the stronger dollar.

The composition of imports has changed too. Foreign goods' market share have advanced fastest in the very sectors previously dominated by domestic producers. Japan, once the world's largest producer of televisions, became a net importer two years ago - and last year bought nearly two-thirds of its sets from abroad.

Nearly 90 per cent of its electronic calculators now come from overseas, three times the level of five years ago. The market share of the top three imported computer brands has nearly tripled to one-third over the same period.

Even the car market has become measurably more open, despite - or, the US government would argue, because of - US complaints of unfair barriers. The foreign market share, excluding Japanese cars

advanced twice as fast as exports. In yen terms - ironing out the recent wild currency fluctuations affecting the dollar figures - the surplus has now been on the decline for three years in a row, establishing an unmistakable trend.

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made abroad, has risen by half to 7.3 per cent in the past five years. Include foreign-made Japanese cars, and the proportion doubled over the same period to 10.2 per cent in 1995.

There are good reasons to believe that foreign-made goods will hold on to their increased share. The catch is that foreign companies will not get the full benefit. For, according to the Japan External Trade Organisation (Jetro), up to one third of imported manufactured goods come from Japanese plants abroad. The irony will not please Japan's trade partners, but "the most successful exporter to Japan could well be Japan", says Mr Richard Werner, chief economist at Jardine Fleming Securities in Tokyo.

**A**nd that success is unlikely to diminish. About a fifth of Japanese companies' industrial production has now been moved abroad, according to Jetro - up from a tenth three years ago - in search of lower costs and proximity to emerging markets. An exodus on that scale has long moved past the point of no return.

Another factor to suggest that the import invasion is here to stay is the revolution in Japan's retail industry. Aggressive new retailers have sidestepped the old multi-layered distribution system and pushed aside old brand allegiances, flooding high streets with foreign goods from Belgian beer to US designer clothes.

The new retailers have been enthusiastically welcomed. Superstores' sales rose 30 per cent in the three years to 1994, while sales at independent corner stores, whose fealty to domestic suppliers had long made foreign goods scarce, fell 10 per cent over the same period, according to industry figures. Superstores are typically owned by large companies, less prone to the bullying of domestic

suppliers than small corner shops. A sub-plot of the retail revolution has been the growth in sales by foreign mail-order companies, up between 5 per cent and 7 per cent annually throughout the recession, led by clothing and jewellery.

Fickle consumers of course

played an important part in pumping up and letting down previous import surges. But this time, they are behaving in steadier fashion. A comparison with the most recent burst of importing on this scale - a 25 per cent rise in dollar terms in 1988 - shows why this one is no fad.

That phenomenon occurred during fast growth in consumer spending; this latest import surge has taken place, against all economic orthodoxy, during a collapse in spending and record unemployment.

In another telling contrast to the 1980s, the Japanese are now importing necessities and affordables, not just the luxury goods, gold, oil and raw materials which made up an estimated one third of imports in 1988.

The share of imports made up by manufactured goods has tripled to record 60 per cent over the past decade. It is an important change, part of the long-term maturing of the Japanese economy; it brings Japan closer to leading free-market countries such as the US, Germany and Britain, where the ratio of manufactured imports is stable at about 80 per cent.

Japan's new propensity to import

invites the question of how much

further the trade surplus, the focal point of its trade disputes with the US and foundation of its strong currency, will shrink. The views of economists in Tokyo range from those who think the surplus could halve within a year and then resume a gentler fall to those who predict that it will merely dip this year and then start to rise again.

Salomon Brothers, the US invest-

ment bank, believes the fall in the yen will start to curb import growth this year and at the same time restore some lost export competitiveness.

The auguries are that the yen will remain weak for some time. The Bank of Japan remains firmly committed to a loose monetary policy until a domestic recovery gets well under way, despite the recent pronouncements of Mr Wataru Kubo, the finance minister, that Japan's army of savers and pensioners require a higher return on deposits.

Meanwhile, exports could accelerate as Japanese manufacturers continue their onslaught on emerging Asian markets - the largest of the trade surplus, growing by 15 per cent a year - to compensate for slower growth in the US and Europe.

It is not just the direction of exports that dictates higher growth. The structure too has altered towards higher-technology goods where demand is growing faster. One example is that for the past eight months the value of Japan's exports of semiconductors have for the first time exceeded its overseas sales of cars.

But many analysts, among them Jardine Fleming, argue that the structural changes in the domestic economy are so deep that the annual trade account could balance early in the next century, completing the transition from an exporting to a consuming economy.

Whichever way the surplus turns, economists and policymakers in Tokyo agree on one thing: the opening of the Japanese economy, while painfully slow and partly reserved for the enrichment of Japanese companies, has developed an unstoppable momentum.

"Japanese consumers have only just started to exercise the choices permitted by their relative wealth," says VAN's Mr Sato. "I can't see them going back."

## Financial Times

### 100 years ago

#### Progressive gold mining

For progressive geography and gold mining go to Perth in Western Australia. The correspondent of Reuter's agency out there solemnly informs us that a rich discovery of gold is reported to have been made in the Darling Range, "40 miles west" of that city. There should be no difficulty in "floating" a company to work 40 miles west of Perth, which is an eligible site in the Indian Ocean. The water-difficulty at all events ought to be absent.

### 50 years ago

Mexican railways. Bondholders of the defaulting National Railways of Mexico backed an indifferent horse. They will probably consider themselves fortunate to have the opportunity of saving something from the wreckage of their claims. Three-and-a-half years after concluding a settlement covering the direct obligations of the Mexican Government, the persevering International Committee of Bankers on Mexico has now succeeded in negotiating with the Mexican Government a plan for the resumption of interest payments and amortisation on a much reduced basis.

### Lost title

■ British titles mean a lot to Americans. Hence it is a great pity that Duke Power, the US electricity company, no longer seems to be interested in bidding for British Energy, the soon to be privatised nuclear power utility based in Edinburgh. It means that the Yanks have turned down the opportunity to rename their UK subsidiary Duke of Edinburgh....

### Squeaking pip

■ One of the allegedly inadvertent archetypes of the financial downfall of California's fat-cat Orange

## OBSERVER

### Power of the beady eye

■ Relations between the BDI, the German federation of industry, and the BDA, the German employers' federation, had been bad for some time.

But frosty relations seem to have set in between the two neighbouring organisations in Cologne now that Hans-Olaf Henkel, the BDI's combative president, is attempting to block the next career move of Klaus Murmann, outgoing BDA president.

Breaking with Germany's cosy, consensus traditions, Henkel has said he will not support Murmann's candidature for the presidency of the Brussels-based European business and employers' federation. Instead he has thrown his weight behind François Pérignon, the current Unice boss, who is seeking a further term.

If other business leaders follow Henkel's example, Murmann could be joining Germany's growing ranks of unemployed in December. He already decided to give up the BDA job - and Dieter Hundt, a metal industry executive, is due to be confirmed as Murmann's successor today.

Now John Costas, one of the two people named less than a fortnight ago to succeed Diamond, has quit to become head of North American fixed income for UBS, a bank which is rumoured to be offering big bonuses of its own to

**LEGAL DEFINITIONS**  
plaintiff n. 1 common domestic argument (it's your turn to wash up; what time do you call this? etc) 2 a person who brings a case against another in court. See ROWE & MAW: asp (p.617-248 421)

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# FINANCIAL TIMES

Tuesday March 19 1996

**Brossette BT**  
Sanitaire-Chauffage-Canalisation  
numéro un  
en France  
**WOLSELEY**

Police put on standby as money dispensers run dry

## Striking security drivers affect Belgian cashflow

By Emma Tucker and  
Neil Buckley in Brussels

A nationwide strike by Belgian security van drivers is providing a taste of the cashless society.

Some automatic cash machines have already run dry, starved of funds by security staff who say their lives are being threatened by inadequate protection on night-time operations.

Meanwhile, police are on standby throughout the country to keep the country's banking system operating.

There are fears that the strike, which enters its 10th day today, could lead to a liquidity crisis in the next few days, although supermarkets have been offering extra cash to customers with debit and credit cards.

Concern that the biggest stores could become a target for robbers prompted the government to mobilise the police and the post office to empty their coffers at the weekend. From 7am until 11.30am on Sunday, post office

vans, flanked by fleets of armed policemen, descended on more than 70 shopping centres to remove money spent on Saturday.

"We are still managing the situation, there is no crisis yet," said Mr Rik Pareit of the Belgian Bankers Association. "But the strike is now into its second week and of course we are noticing the effects."

Banque Bruxelles Lambert, Belgium's fourth largest bank, said the problem was not too little cash, but too much cash.

Notes were piling up in its larger branches while smaller and rural branches were running out, in some cases leaving local branch managers to use their own cars to transport money.

"You can't go running to the police every single time," the bank said. "With smaller amounts, you have to do it yourself, with all possible security. Sometimes you have to be a bit inventive."

The security drivers' unions

were enraged by the use of police to transport money this weekend, saying the "publicity-seeking" operation involved precisely the sort of protection they were demanding.

The strike was called after a cash delivery was shot dead during a night collection in Charleroi. The unions say a new law - rushed on to the statute book - that requires the presence of three people on all night deliveries is inadequate and are calling for an end to all night deliveries.

The government has now appointed two mediators to try to resolve the conflict, but there is no immediate sign of relief.

Luckily for Belgians, the use of electronic swipe cards for cash payments is more advanced than in many other European countries. According to Banksys, the company that runs the two main electronic card systems, electronic payments have risen between 10 and 15 per cent over the last few days.

## Romania bans five banks from dealing in forex

By Virginia Marsh in Budapest

Romania's central bank yesterday banned five banks, including ING, the Dutch financial services group, from dealing on their own account in the country's fledgling foreign exchange market.

The five banks will be allowed to continue to act as brokers, within strict limits, to provide or sell foreign exchange for customers after their dealing licences were withdrawn yesterday.

No reasons were given for the move - the central bank would only say that the five had not complied with foreign exchange rules published earlier this month. But it comes amid central bank efforts to prop up the leu, the local currency, which private sector banks have been selling at less than the official rate.

The central bank said it would continue to re-evaluate other dealers this week, causing concern in the local financial community that other private sector banks would also lose their licences.

ING, one of the few big western banks to set up an office in Bucharest, described the move as a "complete surprise" and denied any wrongdoing. "We have made a thorough check and are not aware of violating any central bank regulations."

The bank added that it had learnt of the decision through the media and had yet to be informed of which regulations it had allegedly breached.

The move follows months of confusion on the local forex market - a nominally free interbank market launched in mid-1994 at the insistence of the International Monetary Fund. Private sector banks have consistently quoted weaker rates for the leu than the central bank's reference rate which is supposed to reflect the market average.

At present the reference rate is hovering at around 2,850 leu to the dollar against the 3,050 leu or more offered by private banks.

The forex market is dominated by the country's "big four" state commercial banks, which analysts say are under political pressure to protect the currency.

They claim that until recently, state banks have also been lending in the leu at prices lower than those posted on their trading screens, and that this appeared to have been one reason for the central bank's crackdown.

Dealers agreed there was a need for greater transparency in the market, but claimed the authorities were trying to intimidate private banks and to fix the exchange rate through administrative measures.

"Withdrawing ING's licence is a very serious matter," said a western banker in Bucharest. "We aren't nervous yet but we will examine carefully the reasoning behind this action."

managing director of Swire Properties, the property arm of the Swire group, said.

Most analysts predict further strengthening in property prices this year as economic conditions improve. They believe the rebound from property price falls of 20-30 per cent since the market peaked in spring 1994 is unlikely to be rapid. They also caution that recovery depends on continued easing in Hong Kong's monetary policy, a process dictated by the movement of US interest rates.

HK survey, separate section

## Land auction points to rising property prices in Hong Kong

By John Riddings in Hong Kong

Hong Kong's property market, one of the main indicators of economic confidence in the territory, is recovering from the sharp fall of 1994-95, the results of yesterday's government land auction show.

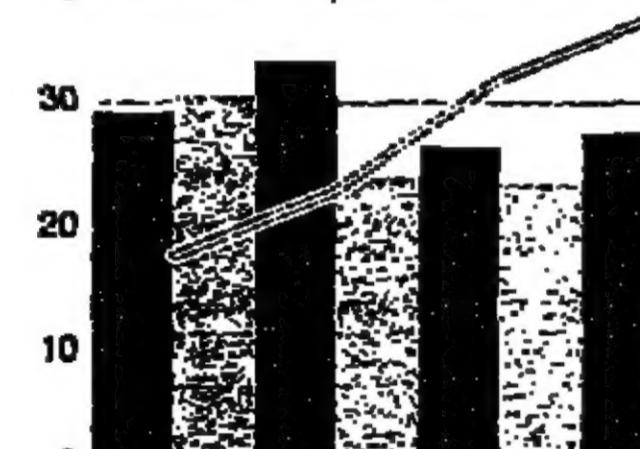
The prices for the four sites on offer were at the upper end of forecasts, supporting claims that the downturn is over, but drawing mixed verdicts on the strength of the upswing.

"The market is starting to move up, but not at full throttle," Mr David Mackay, property analyst at Salomon Brothers in Hong Kong, said. Mr David Faulkner, partner at Brooks Hillier Parker, the international property consultants, was more optimistic: "The big buyers are back in the market; there is a positive view of prospects."

Most attention was focused on the biggest site, a 15,000 sq metre plot of reclaimed land in Hung Hom Bay, an area in Kowloon adjacent to Hong Kong Island. The plot, which will be used mainly for residential development, fetched HK\$4.75bn (\$612m), against predictions of between HK\$4bn and HK\$5bn.

Market observers said it was

### Hong Kong property: still below the peak

Residential market  
Supply and demand (million units)

Source: Brooks Hillier Parker

also significant that the site was bought by a group backed by Henderson Land, one of Hong Kong's biggest developers.

"It's a good sign when you see the big players moving back in," Mr Faulkner added. "They had gone quiet over recent months, leaving the bidding to second-string companies."

The other sites sold yesterday included an office site in the downtown Central district.

Despite signs of upturn, property developers cite a patchy recovery. "We are seeing different levels of performance in different sectors," Mr Keith Kerr,

managing director of Swire Properties, the property arm of the Swire group, said.

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HK survey, separate section

## EU outlines \$4.5bn Bosnian aid package

Continued from Page 1

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